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Follow-up to the outcome of the Millennium Summit

Human security

Report of the Secretary-General

Summary

The present report is submitted pursuant to paragraph 143 of the 2005 World Summit Outcome (General Assembly resolution 60/1), in which the Heads of State and Government committed themselves to discuss and define the notion of human security. The report provides an update on developments related to the advancement of human security since the 2005 World Summit. It takes stock of discussions on human security, its various definitions and its relationship to State sovereignty and the responsibility to protect. The report also outlines the principles and the approach for advancing human security and its application to the current priorities of the United Nations. Key human security initiatives undertaken by Governments, regional and subregional intergovernmental organizations, as well as the organizations and bodies of the United Nations system, are presented as examples of the reach of this important concept and its growing acceptance. The report concludes by identifying the core elements and the added value of human security and provides a set of recommendations as a follow-up to the above-mentioned commitment contained in the World Summit Outcome.

Human security is based on a fundamental understanding that Governments retain the primary role for ensuring the survival, livelihood and dignity of their citizens. It is an invaluable tool for assisting Governments in identifying critical and pervasive threats to the welfare of their people and the stability of their sovereignty. It advances programmes and policies that counter and address emerging threats in a manner that is contextually relevant and prioritized. This helps Governments and the international community to better utilize their resources and to develop strategies that strengthen the protection and empowerment framework needed for the assurance of human security and the promotion of peace and stability at every level — local, national, regional and international.

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I. Introduction

1. The 2005 World Summit and the decision by the General Assembly to further define the notion of human security have been critical in raising awareness and interest in the concept of human security. In paragraph 143 of the 2005 World Summit Outcome, the Heads of State and Government recognized that "all individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential". To that end, States Members of the United Nations have agreed to a further discussion of the notion of human security. Drawing input from a number of Governments as well as intergovernmental organizations, civil society groups, scholars and other eminent individuals, human security is gaining wide support in the United Nations and other forums.

2. At the United Nations, notable contributions have been made in advancing the human security concept. In October 2006, as a follow-up to the 2005 World Summit, the first meeting of the Friends of Human Security was held in New York. Established as an open-ended forum to promote a greater understanding of the concept of human security and its application through collaborative efforts among Member States, the Friends of Human Security has met seven times and has been instrumental in further discussing the notion of human security. In the meantime, the Human Security Network, established in May 1999, continues to play an instrumental role in highlighting the added value of human security. By focusing on common global challenges, including those pertaining to climate change, pandemics, protection of children and women against violence, small arms and light weapons, the Human Security Network draws special attention to instances of human insecurity around the world.

3. Developments on human security at the global level are similarly reflected in the agendas and policy debates among regional intergovernmental organizations such as the African Union, the European Union, the Association of Southeast Asian Nations (ASEAN), the Organization of American States (OAS) and the League of Arab States (LAS). At the regional level, contemporary challenges — from volatile food prices, climate change and the financial and economic crisis to armed conflicts, human trafficking and transnational crime — highlight the need for comprehensive, integrated and people-centred approaches.

4. Broadly defined, human security encompasses freedom from fear, freedom from want and freedom to live in dignity. Together, these fundamental freedoms are rooted in the core principles of the Charter of the United Nations. They are also reflected in the many human security-related initiatives and activities undertaken by United Nations agencies, funds and programmes and by intergovernmental organizations as outlined in the compendium submitted to the General Assembly (A/62/695, annex).

5. Since 1999, human security projects have been supported, inter alia, by the Department of Economic and Social Affairs, the Office of the Special Adviser on Africa, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Human Settlements Programme (UN-Habitat), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the United Nations Development Fund for Women (UNIFEM), the World Food Programme (WFP), the

United Nations Mine Action System, the United Nations Office on Drugs and Crime (UNODC), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the United Nations Industrial Development Organization (UNIDO), the International Atomic Energy Agency (IAEA), the International Organization for Migration (IOM), the United Nations Trust Fund for Human Security and the Policy Development and Studies Branch in the Office for the Coordination of Humanitarian Affairs.

6. Human security projects have proven beneficial in addressing the multidimensional impacts of threats to peoples and communities. Projects have covered all regions and have aimed at rebuilding war-torn societies; preventing, mitigating and responding to natural disasters; increasing harvests and strengthening food security; improving access to health care and education in times of crises; and mobilizing communities through participatory processes, local leadership and integrated capacity-building measures.

7. In this regard, on 22 May 2008, the General Assembly held an informal thematic debate on human security. During the course of deliberations, broad consensus was reached by Member States on the need for a new culture of international relations that goes beyond fragmented responses and calls for comprehensive, integrated and people-centred approaches.

8. In line with recent developments to further explore the implementation of the goals set out in paragraph 143 of the World Summit Outcome, the present report: considers the current global conditions under which the human security of individuals and communities is critically and pervasively threatened; takes stock of discussions on human security, its various definitions and its relation to State sovereignty and the responsibility to protect; outlines the principles and the approach for advancing human security and its application to the current priorities of the United Nations; presents examples of human security initiatives carried out by Governments, regional and subregional intergovernmental organizations, as well as the United Nations system; and concludes by defining the core elements and draws attention to the added value of the human security concept. In addition, a set of recommendations is provided as a follow-up to paragraph 143 of the World Summit Outcome.

II. The increased interdependencies of threats and challenges

9. Today's multiple, complex and highly interrelated threats affect the lives of millions of men, women and children around the globe. Threats such as natural disasters, violent conflicts and their impact on civilians, as well as food, health, financial and economic crises, tend to acquire transnational dimensions that move beyond traditional notions of security. While national security remains pivotal to peace and stability, there is growing recognition of the need for an expanded paradigm of security.

10. Calls for such a broader concept of security are rooted in the common issues faced by all Governments. No matter how powerful or seemingly insulated Governments may be, today's global flow of goods, finance and people increase the risks and uncertainties confronting the international community. It is in this

interconnected environment that Governments are invited to consider the survival, livelihood and dignity of individuals as the fundamental basis for their security. For no country can enjoy development without security, security without development, and neither without respect for human rights. This triangular relationship heightens the recognition that poverty, conflict and societal grievances can feed on one another in a vicious cycle. As a result, the guarantee of national security no longer lies in military power alone. Essential to addressing security threats are also healthy political, social, environmental, economic, military and cultural systems that together reduce the likelihood of conflicts, help overcome the obstacles to development and promote human freedoms for all.

11. These observations are underscored by some of the challenges countries face and their negative impact on the development and stability of those most vulnerable, as well as on the broader peace and prosperity called for in the Charter. For example, in 2008, over 230,000 people lost their lives as a result of natural disasters and over 211 million were affected. As confirmed by numerous reports and noted daily in radio, print and visual media, extreme weather patterns are expected to compound and exacerbate existing vulnerabilities by disrupting harvests, undermining food security and causing competition over increasingly scarce natural resources. The combination of these vulnerabilities along with the recent downturn in global economic activity is placing added stress on already weak economic and social systems, particularly in developing countries.

12. Over the last decade, the impact of conflicts on civilians has also risen considerably. By the end of 2008, the number of people displaced as a result of conflict had reached a historic high of 42 million. When conflicts erupt, the loss of economic growth and reduction in the availability of basic services, along with militarization of political, economic and social life as well as the spread of diseases, often spill over into neighbouring communities and manifest themselves in increased insecurities within and across countries. Furthermore, criminal networks trafficking in people, drugs, arms and natural resources can involve financial flows which rival the gross domestic product (GDP) of many countries and threaten State authority, public safety and the rule of law, with significant implications for people's security and international peace.

III. Major efforts to define human security

13. Concerns for human security are not new. Civilizations from ancient to contemporary times have tried to address the security and the development concerns of their inhabitants. From the 1970s to the early 1990s, such concerns were addressed by commissions such as the Brandt Commission, the Brundtland Commission and the Commission on Global Governance.

14. However, it was not until the issuance of the 1994 *Human Development Report* by the United Nations Development Programme (UNDP) that human security was first introduced as a distinct concept. In that report, UNDP broadly defined human security as "freedom from fear and freedom from want". Four basic characteristics (universal, people-centred, interdependent and early prevention) and seven key components (economic, food, health, environmental, personal, community and political security) were presented as the main elements of human security.

15. Since that time, various definitions have been presented. For example, in 1999, a group of like-minded States from different regions of the world, including Austria, Canada, Chile, Costa Rica, Greece, Ireland, Jordan, Mali, Norway, Slovenia, Switzerland, Thailand and South Africa, which participates as an observer, established the Human Security Network. The Network defined human security as "A humane world ... where every individual would be guaranteed freedom from fear and freedom from want, with an equal opportunity to fully develop their human potential ... In essence, human security means freedom from pervasive threats to people's rights, their safety or even their lives ... Human security and human development are thus two sides of the same coin, mutually reinforcing and leading to a conducive environment for each other".

16. In 2001, the independent Commission on Human Security, led by Sadako Ogata and Amartya Sen, set out to forge a new consensus on security threats facing contemporary societies in the twenty-first century. Recognizing that these challenges have grown more complex, the Commission, in its 2003 report entitled *Human Security Now: Protecting and Empowering People*, defined human security as "to protect the vital core of all human lives in ways that enhance human freedoms and human fulfilment. Human security means protecting fundamental freedoms — freedoms that are the essence of life. It means protecting people from critical (severe) and pervasive (widespread) threats and situations. It means using processes that build on people's strengths and aspirations. It means creating political, social, environmental, economic, military and cultural systems that together give people the building blocks of survival livelihood and dignity." The definition provided by the Commission on Human Security has also been adopted as the working definition of human security by the Friends of Human Security at its meetings.

17. Also in 2003, OAS highlighted the importance of human security in its Declaration on Security in the Americas. Noting the profound changes that have occurred in the world and in the Americas since 1945, OAS Member States reaffirmed "that the basis and purpose of security is the protection of human beings. Security is strengthened when we deepen its human dimension. Conditions for human security are improved through full respect for people's dignity, human rights, and fundamental freedoms, as well as the promotion of social and economic development, social inclusion, and education and the fight against poverty, disease and hunger". Furthermore, "The security threats, concerns, and other challenges in the hemispheric context are of diverse nature and multidimensional scope, and the traditional concept and approach must be expanded to encompass new and non-traditional threats, which include political, economic, social, health and environmental aspects".

18. More recently, the African Union, in its Non-Aggression and Common Defence Pact, has incorporated human security in its "vision of a united and strong Africa, based on respect for the principles of coexistence, non-aggression, non-interference in the internal affairs of Member States, mutual respect for individual sovereignty and territorial integrity of each State". To that end, it has defined human security as "the security of the individual in terms of satisfaction of his/her basic needs. It also includes the creation of social, economic, political, environmental and cultural conditions necessary for the survival and dignity of the individual, the protection of and respect for human rights, good governance and the guarantee for each individual of opportunities and choices for his/her full development".

19. Common to all the above definitions are three essential components that encompass the principles of human security and help further explore the added value of the concept. First, human security is in response to current and emerging threats — threats that are multiple, complex and interrelated and can acquire transnational dimensions. Second, human security calls for an expanded understanding of security where the protection and empowerment of people form the basis and the purpose of security. Third, human security does not entail the use of force against the sovereignty of States and aims to integrate the goals of freedom from fear, freedom from want and freedom to live in dignity through people-centred, comprehensive, context-specific and preventive strategies.

A. Human security and national sovereignty

20. The advancement of human security requires strong and stable institutions. Among these, Governments retain the primary role in providing a rules-based system where societal relations are mutually supportive, harmonious and accountable. In cases where Government institutions are weak or under threat, the human security concept advocates addressing the root causes of these weaknesses and helps develop timely, targeted and effective responses that improve the resilience of Governments and people alike. Such an approach not only helps to reduce human insecurities but ultimately strengthens Government and local capacities and contributes to greater national security.

21. Moreover, in emphasizing the instrumental role of Governments and people in ensuring peace and stability, the Charter also gives equal weight to the sovereignty of States as well as to the livelihood and dignity of people everywhere. As articulated in the preamble and in Articles 1 and 2 of the Charter, the international community cannot have peace and security unless the rights of individuals and their fundamental freedoms are supported. In this context, human security, by addressing the varied aspects of insecurity and by focusing on the respective roles of individuals, communities and Governments, provides the analytical framework for the creation of genuine possibilities for partnership between Governments and citizens. As a result, the application of human security is expected to reinforce the stability and security of both, as well as that of the international community.

22. The indivisibility of security, development and human rights is also well articulated in the Charter and is in line with the central challenges facing Governments and people alike. Here too the human security concept seeks to enhance the sovereignty of States by focusing on the multidimensional aspects of human and therefore national insecurities. Improved capacities of Governments and their institutions to provide early warning, identify root causes and address policy gaps in order to tackle persistent and emerging challenges are key components in advancing human security and maintaining a viable framework for promoting peace and stability.

B. Human security and the responsibility to protect

23. As agreed in paragraph 143 of the World Summit Outcome, the purpose of human security is to enable all individuals to be free from fear and want, and to enjoy all their rights and fully develop their human potential. The use of force is not

envisaged in the application of the human security concept. The focus of human security is on fostering Government and local capacities and strengthening the resilience of both to emerging challenges in ways that are mutually reinforcing, preventive and comprehensive.

24. Meanwhile, the responsibility to protect, as agreed upon by Member States in paragraphs 138 to 140 of the World Summit Outcome, focuses on protecting populations from specific cases of genocide, war crimes, ethnic cleaning and crimes against humanity. As noted in the Secretary-General's report on implementing the responsibility to protect (A/63/677), the international community, guided by the principles of the Charter, must do its part to prevent and limit the escalation of these cases. Such cases result in large and complex humanitarian crises that are costly in terms of human lives, loss of social capital and financial resources, and are more difficult to resolve later.

IV. Human security principles and approach

25. The concept of human security acknowledges that due to catastrophic events people may be faced with sudden insecurities and deprivations that not only undo years of development but also generate conditions that may lead to growing tensions. As a result, human security draws attention to a wide range of threats faced by individuals and communities and focuses on the root causes of such insecurities. In addition, by understanding how particular constellations of threats to individuals and communities translate into broader intra- and inter-State security breaches, human security seeks to prevent and mitigate the occurrence of future threats, and in this regard can be a critical element in achieving national security and international stability.

26. Moreover, human security underscores the universality and primacy of a set of freedoms that are fundamental to human life, and as such it makes no distinction between civil, political, economic, social and cultural rights, thereby addressing security threats in a multidimensional and comprehensive manner. In this way, the human security concept introduces a practical framework for identifying the specific challenges that are at stake in a particular situation of insecurity as well as for considering the institutional and governance arrangements that are needed to ensure the survival, livelihood and dignity of individuals and communities. Improvements in human security directly and positively impact people's daily lives and as a result give rise to more immediate and tangible results that help strengthen the legitimacy of actions taken by Governments and other actors.

27. Contained in scope, human security informs policies that, while comprehensive, are nevertheless targeted, and capture the most critical and pervasive threats that are relevant to a particular situation. For example, some human security challenges are specific to the internal dynamics of a particular community, such as lack of access to resources and opportunities, while others are transnational, such as pandemics, climate change and financial and economic crises. The consideration of the scope of human security is important in formulating policy and operational recommendations and calibrating them to particular contexts.

28. The human security concept derives much of its strength from a dual policy framework that rests upon the mutually reinforcing pillars of protection and empowerment. Application of this framework offers a comprehensive approach that

combines top-down norms, processes and institutions, including the establishment of early warning mechanisms, good governance and social protection instruments, with a bottom-up focus, in which participatory processes support the important role of individuals and communities as actors in defining and implementing their essential freedoms. As a result, human security not only promotes a framework under which people are protected and empowered, and are therefore in a better position to actively prevent and mitigate the impact of insecurities, but it also helps in establishing a social contract among various actors in a given society by cultivating public discourse, promoting local ownership and strengthening State-society relations.

29. Conditions of human insecurity vary significantly across countries and communities. Both the causes and manifestations of insecurity depend on a complex interaction of local, national, regional and international factors. As a broad, flexible and context-specific concept, human security provides a dynamic framework that enables the development of solutions that are embedded in local realities. Furthermore, by identifying the concrete needs of populations under stress, human security reveals mismatches between domestic, regional and international policies and helps identify priority needs at the local level. Subsequently, short-, medium- and long-term strategies can be developed based on the actual needs, vulnerabilities and capacities of the affected communities.

30. Finally, with its emphasis on the interconnectedness of threats, human security requires the development of an integrated network of diverse stakeholders, drawing from the expertise and resources of a wide range of actors from across the United Nations system as well as the private and public sectors at the local, national, regional and international levels. Human security can therefore promote the establishment of synergies and partnerships that capitalize on the comparative advantages of each implementing organization and help empower individuals and communities to act on their own behalf. This ensures coherence on the goals and responsibilities as well as the allocation of resources among the various actors, thereby eliminating duplication and advancing more targeted, coordinated and cost-effective responses that are people-centred and capacity-enhancing.

V. Applying the human security concept to different priorities of the United Nations

31. The crises of recent years have sharpened the focus of the international community on the global interdependence of the challenges we face. These multiple crises, which are currently on the agenda of the United Nations, reveal our mutual vulnerabilities to different types of insecurities. These crises also highlight the need for greater collaboration on the application of human security and its importance to the promotion of peace and security.

A. The global financial and economic crisis

1. The multidimensional impact

32. The global financial and economic crisis and the subsequent tightening of the credit markets have threatened the livelihoods of millions of people around the

world. As I outlined in my report on the world financial and economic crisis and its impact on development (A/CONF.214/4), the reduction in employment and income opportunities, lower trade in goods and services and the dramatic drop in remittances have resulted in further setbacks in our efforts towards poverty reduction. Previous financial and economic crises have shown that poor countries are highly susceptible to the ramifications of these crises. Rising unemployment and increasing poverty confront these countries precisely at a time when diminishing resources limit their ability to mitigate the negative impacts of these crises.

33. Moreover, the current global financial and economic crisis extends beyond an increase in economic insecurity. In the absence of appropriate counter-cyclical macroeconomic policy measures and supportive social protection systems, the crisis has had negative consequences in terms of additional food, health and environmental insecurities. The FAO projects that, as a result of the crisis, the number of hungry and undernourished people worldwide will increase to an historic high of over one billion people. In addition, changes in land use and accelerated deforestation may increase the risk of environmental degradation, adding further urgency to the challenges being faced by the international community as a result of the crisis.

34. The combined impact of these insecurities may also threaten our progress towards achieving the Millennium Development Goals by 2015. Today, with a number of donor economies in recession and many developing countries unable to mobilize the required resources, a diminished amount of funding for the Goals would not only slow global progress towards meeting them but could also reverse recent hard-won development gains in some developing countries.

2. Current responses

35. In recognizing the multidimensional effects of the global financial and economic crisis, international and national responses must be guided by the need to: (a) address the human and ecological costs of the crisis; and (b) strengthen the global partnership to accelerate progress towards achieving the Millennium Development Goals. With the impact of these challenges intertwined, inadequate coordination among Governments will have wider security repercussions in terms of economic unilateralism and increased tensions among countries.

36. It is therefore heartening that Member States, multilateral institutions and regional bodies have mobilized to respond to the crisis collectively from a comprehensive and people-centred perspective. As a result, leaders at numerous summits have agreed to undertake actions that help address the human and social impacts of the crisis. Such responses strengthen human security since they emphasize both mitigation measures that address immediate needs as well as protection and empowerment strategies that strengthen the resilience of Governments and individuals, making it easier for them to cope with current and future crises. For example, in the most vulnerable countries where the impact of the global financial and economic crisis has placed a higher threat on the survival and livelihoods of poor communities, donors from the States Members of the Organization for Economic Cooperation and Development (OECD), as well as international organizations such as the World Bank, have agreed to provide both short-term liquidity and long-term development financing in order to support the efforts of national Governments to respond swiftly to the needs of those most severely affected by the crisis.

37. In the meantime, while the Millennium Development Goals have suffered some setbacks as a result of the global financial and economic crisis, the story is not all bleak. Progress has been made in many developing countries. The challenge now is to bridge the existing implementation gaps and to extend the reach of the Goals to the most vulnerable communities within countries. All too often, there are areas and groups that have been left behind, including rural communities, internally displaced persons, migrants, ethnic minorities, and the poorest households. In a world facing multiple crises, poverty-fighting commitments are more important than ever in ensuring human and global security.

B. Volatility in food prices and food insecurity

1. The multidimensional impact

38. The impact of rising food prices along with climate-related emergencies, protracted conflicts and the global financial and economic crisis is of particular concern to human security. These threats together have created a dramatic increase in the number of people living without sufficient food. For the first time in history, more than 1 billion people are hungry, with more than 17,000 children dying of hunger every day, one every five seconds, totalling 6 million a year. Women, children, refugees and the displaced are among the most severely impacted by rising food prices. These communities and groups suffer critical losses to their human security as they consume fewer and less nutritious foods, cut expenditures on health and education and sell their productive assets with detrimental effects on their short- and long-term well-being. Frustrations over food insecurity have also led to socio-political instabilities. Over the past year and a half, food insecurity has led to political unrest in some 30 countries where protests and civil riots related to rising food prices have been noted.

2. Current responses

39. As articulated in the Comprehensive Framework for Action of the High-level Task Force on the Global Food Security Crisis, established in April 2008, a collective commitment to shielding people from downside risks in an enduring and empowering manner is central to improving food and nutritional security. In this regard, the international community and Governments must continue not only to address the root causes of food insecurity, whether due to internal or external factors, endemic or cyclical conditions, but also to support community resilience through people-centred responses that foster sustainable agricultural practices; promote income opportunities; improve market access and food distribution networks; and strengthen early warning and social protection systems.

40. Moreover, while some of the economic and structural factors related to food insecurity are common to most countries, the results, impacts and specific root causes of food insecurity vary significantly across and within countries. By focusing on the particular characteristics and conditions of food insecurity in a given country, the human security concept can help develop targeted, sustainable and preventive responses that are grounded in local realities. In addition, the human security framework helps to identify the different ways in which food insecurity can increase vulnerabilities in other areas such as health and the environment. If neglected, the

convergence of these vulnerabilities can have dire effects on the welfare of millions of people.

C. The spread of infectious diseases and other health threats

1. The multidimensional impact

41. The latest influenza A (H1N1) pandemic has been a stark reminder of the human and economic costs of health-related emergencies. Poor health, whether caused by global pandemics or due to inadequate health-care systems and other causes, poses significant threats to people everywhere. Today, it is increasingly clear that the health of one community has serious implications for that of other communities and, in some instances, between countries.

42. Poor health also weakens progress towards the achievement of the Millennium Development Goals. For example, across sub-Saharan Africa, controlling onchocerciasis, river blindness, which costs less than $1 per person, can deliver an estimated $3.7 billion in productivity; and polio eradication could save Governments $1.5 billion in vaccines, treatment and rehabilitation costs. Yet in many developing countries, basic lifesaving treatments are still not available to large segments of the population, leading to significant levels of lost productivity and unacceptable rates of preventable death.

2. Current responses

43. The global response to the H1N1 influenza is an example of multilateralism at its best. It has demonstrated what is possible when the international community makes a strong commitment to fighting a specific human security challenge. By placing vulnerable communities and countries at the centre of the planning process, policymakers and development practitioners are better able to understand the specific gaps and vulnerabilities in a given situation and, as a result, can more appropriately target their responses to where it matters the most.

44. Past efforts have also demonstrated that success depends on implementing comprehensive protection and empowerment strategies. Protection measures aim at preventing, monitoring and anticipating health-related threats. They entail developing early warning and response mechanisms as well as strengthening preparedness to identify, validate and control health-related challenges. Meanwhile, empowerment measures rely on improving health-care systems, educating and mobilizing the public, and developing local-level health insurance schemes. Together such a comprehensive framework improves preparedness for current and emerging health-related challenges as well as progress in the provision of affordable, functioning and accessible health care, both of which are instrumental to long-term prosperity and development.

D. Climate change and the increase in the frequency and intensity of climate-related hazard events

1. The multidimensional impact

45. Climate change and its interactions with other insecurities is one of the most pressing issues of our time. Among its many consequences are an increase in the frequency, variability and intensity of events such as floods, storms, desertification and droughts. Climate change also exacerbates poverty. Climatic fluctuations, environmental degradation and extreme weather patterns disrupt harvests, deplete fisheries, erode livelihoods and increase the spread of infectious diseases. Vulnerable groups are particularly at risk, not only from the immediate impacts of climate-related disasters but also from knock-on risk factors such as displacement and migration.

46. As I outlined in my report on climate change and its possible security implications (A/64/350), climate change can also be a "threat multiplier" where the loss of land, coupled with persistent poverty, displacement and other insecurities, may trigger competition over increasingly scarce natural resources that can intensify into societal tensions. With majority of climate-related deaths and economic losses occurring in poor regions, climate change puts an enormous stress on the social and economic systems of poor countries.

2. Current responses

47. To date, Governments and their international partners have reached a common understanding on the need to place climate change in the broader context of sustainable development and poverty eradication. In particular, there is broad consensus on the importance of mainstreaming disaster reduction and risk management into national development plans, promoting community-based adaptation and mitigation plans, and accelerating the transfer and deployment of information, knowledge and technologies, especially to those countries most vulnerable to climate change.

48. Meanwhile, where climate change threatens to exacerbate socio-economic conditions, a better understanding of the interlinkages between climate change and other dimensions of human security is needed. Such an understanding can help assess the causes and identify the actions needed to manage the combined risks of climate-related insecurities. In these fragile spots, special attention from the international community is required to assist countries in reducing the social stresses that emerge when State institutions are overstretched and the delivery of basic services is inadequate.

E. Prevention of violent conflicts, peacekeeping and peacebuilding

1. The multidimensional impact

49. Contemporary conflicts overwhelmingly impact civilian populations. In the aftermath of conflicts, peace is often very fragile and the needs of people are far greater than the capacities available. As a result, post-conflict situations are fluid and create new uncertainties that together can weaken the ability of the affected population to establish the necessary conditions for recovery.

50. Despite these daunting challenges, post-conflict situations provide significant opportunities to address the root causes of conflicts, heal fragmentations, diminish inequalities and strengthen State-society relations. In this critical and fragile period, people's rights to political, economic, social and cultural freedoms must be protected to help Governments recover from the aftermaths of conflicts.

2. Current responses

51. In recent years, responses to conflict prevention have increasingly focused on tackling the root causes of conflicts. This awareness has resulted in the integration of conflict prevention strategies into national development and poverty reduction plans. The international community has also learned that protection and empowerment measures are not only strategies to be adopted during and after conflicts but are also important conflict prevention mechanisms. As a result, protection efforts have targeted the most vulnerable groups, including women, children and the displaced, and have placed increasing emphasis on supporting the capacities of national authorities to, inter alia, provide public safety, deliver essential basic services and strengthen the rule of law. Since conflicts erode trust among communities, protection strategies are most effective when they are complemented with empowerment measures that promote partnerships with local and national stakeholders. Local partners can play a significant role in reinforcing national ownership in the country's future, nurturing reconciliation and coexistence and restoring trust in the institutions that return stability to post-conflict situations.

52. Conflict prevention also requires integrated and multisectoral strategies that cover all aspects of recovery. Such an integrated approach advances targeted responses that capitalize on the expertise and the potential complementarities between political, military, humanitarian and developmental actors, thus avoiding duplication across sectors and strengthening the prospect for recovery in post-conflict settings. At the United Nations, a key mechanism to ensure the coherence of all activities of the Organization in post-conflict situations has been the Peacebuilding Commission. Through its unique membership and working modalities, the Commission has promoted peacebuilding activities in Burundi, the Central African Republic, Guinea-Bissau and Sierra Leone. It is my hope that as the Commission approaches its five-year review later in 2010, the principles and goals of human security will be further reflected in its activities.

VI. Initiatives to promote human security

53. The human security concept not only highlights the institutional gaps that may hinder our common objectives to address current and emerging threats but it also reminds us of the added value of a people-centred approach that instils a sense of ownership and duty by all involved, including Governments, private citizens, regional organizations and the international community. The following are examples of recent efforts to advance human security at national and regional levels as well as within the United Nations system.

A. National initiatives

54. Over the past two decades, Governments have made significant efforts to place human security in their national and foreign policies. In addition to efforts made by members of the Friends of Human Security and the Human Security Network, concerns for human security are also of interest to countries like Mongolia, Ecuador and Thailand.

55. In 2000, human security became a priority area for the Government of Mongolia, which is currently implementing an initiative under its Good Governance for Human Security programme. Moreover, as the host of the Fifth International Conference of New or Restored Democracies in 2003, Mongolia reinforced its commitment to incorporating the fundamental principles of human security into its domestic policies and ratified the Ulaanbaatar Declaration on Democracy, Good Governance and Civil Society.

56. In 2008, Ecuador adopted human security in its constitution, paving the way for a more people-centred response to some of the country's most urgent and critical threats. Focusing on the link between peace and development, the Government of Ecuador aims to build sustainable peace on the basis of development, social justice, equality and dignity.

57. Another contributor to the growing movement to promote human security is the Government of Thailand. Thailand is the first country to establish a ministry dedicated to human security. Among its many activities, the Ministry of Social Development and Human Security works to advance "freedom from want" and "freedom to live in dignity" from a people-centred perspective, actively utilizing and promoting strengthened multisectoral collaboration among national organizations dedicated to the promotion of human security.

B. Regional and subregional intergovernmental organizations

58. Regional and subregional intergovernmental organizations play an important role in identifying common insecurities, mobilizing support and advancing collective action. With knowledge of the political nuances and cultural sensitivities of their regions, these organizations are crucial partners in guaranteeing human security.

59. In Africa, the importance of human security and the interlinkages between peace, security and development are reflected in the work of the African Union and have been included in decisions such as its Non-Aggression and Common Defence Pact, the African Union Constitution Act and the Statement of Commitment to Peace and Security in Africa. At the subregional level, the Economic Community of West African States (ECOWAS) has employed the principles of human security in its efforts to maintain and advance peace and security. To that end, in 2008, ECOWAS adopted its Conflict Prevention Framework, with the objective of strengthening the human security architecture in the subregion and ensuring timely and targeted multi-actor and multidimensional responses to combat threats to human security.

60. In 1997, in response to the Asian financial crisis, the members of ASEAN issued a joint statement, ASEAN Vision 2020, which envisaged a region where respect for human dignity and equitable access to opportunities allow for

comprehensive human development. Since that time, human security has gained additional ground among ASEAN member States, as was reflected in the 2009 joint declaration of ASEAN Defence Ministers, which highlighted the importance of non-traditional threats to security and the role of ASEAN in advancing integrated responses to such challenges. Similarly, the Asia-Pacific Economic Cooperation forum (APEC) has also recognized the importance of human security to sustainable growth and prosperity. As a result, since the eleventh APEC Economic Leaders' Meeting in Bangkok in 2003, leaders have asserted the need to enhance human security by acknowledging that vulnerability to natural disasters, international terrorism, pandemics and cross-border drug trade impose high economic costs that threaten human security in the subregion.

61. Also noteworthy is the Declaration on Security in the Americas, adopted in October 2003 by OAS. The Declaration acknowledges that the conditions for human security are dependent upon respect for people's dignity, human rights and fundamental freedoms.

C. United Nations system: initiatives at the policy level

62. In addition to contributions by Member States, the work of the Commission on Human Security has been critical in advancing the human security concept within the United Nations system. Established in order to advance the twin goals of "freedom from want" and "freedom from fear" agreed to at the 2000 Millennium Summit, the Commission embarked on a programme of global outreach and engaged in wide-ranging consultations with Governments, regional and international organizations and civil society. The Commission's final report, *Human Security Now*, published in 2003, has been instrumental in enhancing the application of the human security concept in the United Nations, most notably, in the work of the United Nations Trust Fund for Human Security. In 2004, the Trust Fund revised its funding guidelines according to the findings contained in the Commission's report, and, the projects it funds today, under the guidance of the Advisory Board on Human Security, reflect the Commission's innovative recommendations.

63. The Human Development Report Office at UNDP has also played an important role in improving the understanding of the human security concept. Since the issuance of the *Human Development Report 1994* on human security, some 20 national human development reports have been produced on this subject. These reports have demonstrated how the human security concept can be contextualized and used to promote responses that better address the specific insecurities facing each country. For example, the 2003 national report of Latvia focuses on the multiplicity of insecurities experienced by the Latvian people during a period of social, economic and political transition and offers policy suggestions to enhance their resilience and capacities. Similarly, the 2004 national report of Afghanistan provides a comprehensive analysis of the multidimensional causes of the insecurities faced by the people of Afghanistan and outlines specific policy recommendations needed for the rebuilding of the country.

64. UNESCO has also convened a series of conferences entitled, "Promoting human security: ethical, normative and educational frameworks" at the regional and subregional levels. These conferences and the accompanying publications have highlighted the region-specific and yet the universal nature of human security. The

outcome of the regional consultations is summarized in a final publication issued in 2008, entitled, *Human Security: Approaches and Challenges*.

D. Field-based projects funded by the United Nations Trust Fund for Human Security

65. Over the past 10 years, the United Nations Trust Fund for Human Security has played a critical role in channelling financial resources to field-based projects on the application of the human security concept in the United Nations system. As at December 2009, the Trust Fund had allocated approximately $323 million to 187 projects in over 60 countries. These projects address multisectoral issues and give priority to regions where insecurities are most critical and pervasive. Since 1999, projects in Africa have received the highest percentage of funding, at 32.3 per cent, with Eastern Europe and Central Asia receiving 29 per cent, Asia and the Pacific 23.3 per cent, Latin America and the Caribbean 7.7 per cent, the Middle East and Arab States 2.9 per cent, and global projects receiving 4.8 per cent. The following are some examples of the projects supported by the Trust Fund.

66. In the Ituri region of the Democratic Republic of the Congo, the Trust Fund is supporting a project that combines the efforts of UNDP, FAO, UNICEF, UNHCR, WFP, the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), UNFPA and WHO, along with local, national and international non-governmental organizations, as well as the provincial government. Placing communities at the centre of post-conflict recovery, the project addresses the full range of insecurities faced by people of the district. In particular, the project aims to strengthen public safety; improve health and education; support economic recovery and promote a culture of peaceful coexistence between diverse groups. The combined impact of these efforts provides significant opportunities to decrease inequalities, strengthen social networks and improve State-society relations, all of which are required to produce the peace dividend needed to bolster confidence in consolidating peace and transitioning to sustainable development.

67. For generations, poppy production has been the main source of income for large segments of inhabitants in the highlands of Shan State in Myanmar. While recent efforts on opium eradication have produced considerable progress, however, in the absence of alternative income opportunities for former poppy farmers, incomes have declined in the affected communities. This has triggered concerns over the possible resumption of tensions between competing ethnic groups in the area. With funding from the United Nations Trust Fund for Human Security, several United Nations organizations (WFP, FAO, UNODC and UNFPA), in partnership with local and international non-governmental organizations, are working together to enhance the requisite health, education, nutrition, infrastructure and capacity-building needs of former poppy farmers and poor vulnerable families in the region. By improving livelihoods and strengthening food security, the project provides tangible alternatives to communities facing difficulties in freeing themselves from their dependency on poppy production and enhances the conditions for the eradication of poppy production in Myanmar.

68. The areas of Belarus, the Russian Federation and Ukraine that were affected by the Chernobyl nuclear accident, in addition to those around the former nuclear test site of Semipalatinsk in Kazakhstan, are facing challenges related to fears of

radiation; lack of income opportunities and social services. Multi-agency projects supported by the United Nations Trust Fund for Human Security respond to the most important human security needs of the affected populations. The Semipalatinsk project, for example, focuses on improving living standards through income generation, access to microcredit, and community empowerment. In addition, the International Chernobyl Research and Information Network works to help the region by providing up-to-date and scientifically accurate information on how to live safely in areas affected by the accident. By using the multisectoral and people-centred focus of the human security concept, the projects succeed in bringing additional partners, promoting self-reliance and offering sustainable opportunities for dignified livelihoods.

VII. Conclusion: the core elements and added value of human security

69. In today's increasingly interlinked world, where threats can potentially spread rapidly within and across countries, human security is a practical approach to the growing interdependence of vulnerabilities facing peoples and communities. As a result, the application of human security calls for people-centred, comprehensive, context-specific and preventive responses. Such an approach helps focus attention on current and emerging threats; identifies the root causes behind these threats; and supports early warning systems that help mitigate the impact of such threats. Furthermore, such an approach promotes multi-stakeholder responses that enable the protection and empowerment of people and communities. Together these aim to advance freedom from fear, freedom from want and freedom to live in dignity for all.

VIII. Recommendations

70. The broad understanding of human security, as contained in paragraph 143 of the World Summit Outcome and further defined in the present report, is at the centre of the work of the United Nations. With a mandate to address security, development and human rights, the United Nations system is instrumental in addressing human security issues. The application of the human security concept does not bring additional layers to the work of the United Nations, but rather complements and focuses the activities of the Organization in these areas.

71. At the Secretariat, the United Nations Trust Fund for Human Security has played an important role in addressing human security challenges. In addition to the valuable support provided by the Governments of Greece, Japan, Slovenia and Thailand, I strongly urge other Member States to contribute to the valuable work of the Trust Fund.

72. The General Assembly is therefore requested:

(a) To consider the present report;

(b) To take into account the added value of the human security concept as outlined herein and to discuss how best to mainstream human security in United Nations activities;

(c) To encourage Member States to give financial support to the valuable work of the United Nations Trust Fund for Human Security;

(d) To request a periodic report on progress in mainstreaming human security in United Nations activities, to be submitted by the Secretary-General every two years.

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Financial reports and audited financial statements, and reports of the Board of Auditors

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2009

Report of the Secretary-General

Summary

The present report provides additional information in response to the recommendations of the Board of Auditors contained in its report on the United Nations peacekeeping operations for the period ended 30 June 2009 (A/64/5 (Vol. II)). The report is submitted in accordance with paragraph 7 of General Assembly resolution 48/216 B, in which the Secretary-General was requested to report to the Assembly, at the same time as the Board of Auditors submitted its recommendations to the Assembly, on measures taken or to be taken to implement those recommendations.

The Administration has concurred with many of the Board's recommendations, and most of the comments of the Secretary-General have been duly reflected in the report of the Board. Therefore, in an effort to reduce repetition and streamline documentation, the present report provides additional comments from the Administration only where required, as well as information on the status of implementation, the office responsible, the estimated completion date and the priority for each recommendation contained in the report of the Board. In addition, the present report contains updated information on the status of implementation of the recommendations of the Board relating to prior periods that were reported by the Board, in annex II to its report, as not having been fully implemented.

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I. Introduction

1. In paragraph 7 of its resolution 48/216 B, the General Assembly requested the Secretary-General to report to it on the measures that would be taken to implement the recommendations of the Board of Auditors at the same time as the report of the Board was submitted to the Assembly. Accordingly, the present report is submitted in response to the recommendations of the Board contained in its report on the accounts of the United Nations peacekeeping operations for the 12-month period ended 30 June 2009 (A/64/5 (Vol. II), chap. II).

2. In preparing the present report, account was taken of the provisions of the following General Assembly resolutions:

(a) Resolution 52/212 B (in particular paras. 2 to 5) and the note by the Secretary-General transmitting the proposals of the Board for improving the implementation of its recommendations approved by the Assembly (A/52/753, annex);

(b) Resolutions 61/233 B and 62/223 B, in which the Assembly requested the Secretary-General to continue to include in his reports information on the setting of time frames and the identification of office holders and priorities for implementation, and to provide a full explanation for delays in the implementation of the recommendations of the Board for prior periods.

3. With regard to prioritization, the Administration noted that the Board had categorized 30 of the 86 recommendations as "main" recommendations. While all accepted recommendations of the Board will be implemented in a timely manner, these main recommendations will be considered to be of the highest priority. Thanks to the effort of the Management Committee, which, as one of its major functions, monitors the status of implementation of all accepted oversight body recommendations, the Board has reported an improvement in the rate of implementation (40 per cent) of recommendations compared with the previous year (32 per cent). Tables 1 and 2 summarize the status of implementation of recommendations as at March 2010.

Table 1
Status of implementation of main recommendations

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented or closure requested*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations and Department of Field Support	24	—	8	16	7	9
Department of Management	4	—	2	2	2	—
Office of Internal Oversight Services	2	—	—	2	—	2
Total	**30**	**—**	**10**	**20**	**9**	**11**

4. As indicated in table 1, of the 30 main recommendations issued by the Board, implementation is in progress for 20 recommendations, 8 of which are targeted for implementation before the end of 2010. Of the 11 main recommendations for which no target date has been set, 9 pertain to ongoing activities and 2 are dependent on the provision of additional resources or other external factors.

Table 2
Status of implementation of all recommendations

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented or closure requested*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations and Department of Field Support	78	—	31	47	33	14
Department of Management	6	—	2	4	4	—
Office of Internal Oversight Services	2	—	—	2	—	2
Total	**86**	**—**	**33**	**53**	**37**	**16**

5. As indicated in table 2, of the 86 recommendations issued, implementation is in progress of 53 recommendations, of which 36 are targeted for implementation before the end of 2010. Of the 16 recommendations for which no target date has been set, 12 pertain to ongoing activities, 1 depends on the provision of additional resources and 3 depend on external factors.

II. Implementation of the recommendations contained in the report of the Board of Auditors

6. Set out below is the information requested by the General Assembly on the status of implementation of recommendations contained in the report of the Board of Auditors for the financial period ended 30 June 2009. As indicated in the summary of the present report, most of the Administration's comments have already been included in the Board's report; thus, additional comments are provided below only where required.

Financial overview

Contributions in kind

7. **In paragraph 17, the Board reported that the Administration agreed with its reiterated recommendation to further enhance the disclosure of all contributions in kind (budgeted and non-budgeted) by also identifying and making appropriate disclosures of the value of goods and services received under status of forces agreements and/or status of mission agreements.**

8. As noted, the Administration agrees with the recommendation; however, if it is not possible to quantify the value of goods and services received, appropriate disclosure may be made in the financial statements for the period ending 30 June 2010 without quantification of the amounts.

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: third quarter of 2010

Unliquidated obligations

9. **In paragraph 33, the Board reiterated its previous recommendation that the Administration should ensure that all missions comply strictly with the Financial Regulations and Rules of the United Nations relating to the criteria for the creation and cancellation of obligations.**

10. As previously communicated to the Board, the missions referred to in the audit findings had reserved credits in the accounts based on valid obligating documents. Furthermore, the missions confirmed that certifying officers routinely conducted monthly reviews to cancel obligations that were no longer required. For example, in the eight cases noted by the Board at UNAMID, the obligations remained valid charges and were carried forward in accordance with established procedures. Consequently, a total amount of $4.11 million relating to the obligations had been paid to vendors as at October 2009. At UNIFIL, the cancellation of obligations noted by the Board was mainly the result of the non-installation of the planned prefabricated building. At UNMIS, of the $7.28 million established as accounts payable in June 2008, the Mission paid a total of $3.29 million to the vendor in October and November 2008. The remaining $3.99 million was credited to miscellaneous income in February 2009, as the vendor could not deliver the goods because of the prevailing security conditions. The review of unliquidated obligations at missions is a continuous process to ensure that only valid amounts are retained in the accounts.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board is requested
Priority: high
Target date: not applicable

End-of-service liabilities

11. **In paragraph 36, the Board reiterated its recommendation that the Administration should ensure that all attendance and leave records are accurately maintained so that the annual leave provisions can be correctly and accurately determined.**

12. As earlier communicated to the Board, although the Matrix time and attendance software has been implemented in all missions effective 1 January 2009, the Administration has determined that some missions did not adhere to the time and attendance policy. This non-compliance resulted in overpayments in cases in which staff salary should have been withheld owing to exhaustion and/or lack of certification of sick and annual leave days. The Department has re-emphasized to

the missions their responsibility to consistently, accurately and promptly monitor the time and attendance records of each staff member and take appropriate action in the Integrated Management Information System, as necessary, to ensure that no overpayments are made. The Department is reviewing the overpayments in order to take action as appropriate. MONUC has started to update all leave balances through the attendance record cards and is providing training on the Matrix system to relevant staff, which is scheduled to be completed by the second quarter of 2010.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

Cash, receivables and payables

Accounts receivable

13. **In paragraph 61, the Board recommended that the Administration should ensure that MONUC take appropriate measures to recover all long-outstanding accounts receivable.**

14. The comments of the Administration on the recommendation are reflected in paragraph 62 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Inter-office transactions pending processing

15. **In paragraph 64, the Board reported that the Administration agreed with its recommendation to take measures to settle all inter-office transactions before the end of the financial year.**

16. The Administration will ensure the more timely processing of inter-office transactions in order to minimize outstanding balances at fiscal year-end.

Department responsible: Department of Management
Status: in progress
Priority: medium
Target date: third quarter of 2010

Results-based budgeting and management

Indicators of achievement and outputs

17. **In paragraph 68, the Board reiterated its previous recommendation that the Administration should ensure that all missions take appropriate measures to ensure that all the indicators of achievement and outputs for the results-**

based-budgeting framework are formulated as specific, measurable, attainable, realistic and time-bound to facilitate monitoring and reporting.

18. The Administration has achieved significant improvement in ensuring that the indicators of achievement and outputs for the results-based-budgeting framework are formulated as specific, measurable, attainable, realistic and time-bound. These improvements at the missions were confirmed by the results of the audits of the Board. Of the 14 missions covered by the Board of Auditors, findings on results-based budgeting were limited to two missions (UNMIK and UNOCI). In its interim report on UNMIK, the Board acknowledged that most of the planned indicators of achievement and outputs developed by the Mission were specific, measurable, attainable, realistic and time-bound. Concerning UNOCI, the Advisory Committee on Administrative and Budgetary Questions, in paragraph 18 of its report (A/63/746/Add.7), acknowledged the improvement made by the Mission in the presentation of expected accomplishments, indicators of achievement and output. It should also be noted that, owing to the political climate at the missions, not all indicators of achievement and expected outputs can be quantified, since they are subject to political dynamics and are formulated as specific, measurable, attainable, realistic and time-bound to the extent possible considering the environment in which the missions operate.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: high
Target date: not applicable

Portfolio of evidence

19. **In paragraph 71, the Board reported that the Administration agreed with its reiterated recommendation to ensure that UNMIK and UNMIL reinforce their information gathering and portfolio of evidence processes for results-based budgeting in all components.**

20. The Board did not accurately reflect the comments of the Administration in its report. The Administration reiterates its comments that at UNMIK the recording of the actual outputs and achievements in the Lotus Notes database, as is being done by the support component, was extended to the substantive component. Furthermore, UNMIK has implemented a monitoring system through the Office of the Chief of Staff to document and highlight any variations between assumptions and actual outputs and achievements on a semi-annual basis. UNMIL has instituted a functioning standard process for collection and reporting on portfolio of evidence. The budget instructions of the Special Representative of the Secretary-General clearly define the roles and responsibilities, timelines and processes relating to creating a portfolio of evidence. A copy of the Special Representative's budget instructions was provided to the Board of Auditors.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure requested
Priority: high
Target date: not applicable

21. **In paragraph 74, the Board recommended that the Administration should ensure that MONUC and UNOCI review the portfolio of evidence presented in the results-based-budgeting document.**

22. The Board did not accurately reflect the comments of the Administration in its report. The Administration reiterates that at MONUC work is arranged at the respective sections for independent review of the portfolio of evidence for validity, accuracy and completeness. The conclusion of the Board that this role should again be performed by the results-based-budgeting support section will amount to duplication and would add no value. The Mission confirmed that the current procedure was working well. UNOCI, in its budget instructions dated 4 August 2009 and issued to all sections, assigned the responsibility of semi-annual verification of portfolio of evidence to the Chief of Staff for substantive components and the Chief Budget Officer for the support components.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

Procurement and contract management

Acquisition planning

23. **In paragraph 83, the Board recommended that the Administration should ensure that all goods and services procured on behalf of the various missions should fully take into account the specific missions' requirements.**

24. The comments of the Administration on this recommendation are reflected in paragraph 84 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

25. **In paragraph 86, the Board recommended that the Administration should ensure that UNMIS transfers all those surplus assets to other missions or to the United Nations Logistics Base at Brindisi.**

26. The Administration clarifies that the new fuel contract signed by UNMIS in spring 2007 effectively provides for more efficient distribution and greater strategic and local-level reserves of fuel for the Mission. Under the previous contract, and during the mobilization phase of the new contract, it was necessary for UNMIS to maintain the required delivery and storage resources. The purchase and subsequent transfer of fuel-truck assets was a direct result of this initial support concept to maintain resources for contingencies and for potential contractor failures. In view of the size of the Mission, it was prudent to have storage and delivery means available until such time as the contractor demonstrated its ability to provide fuel consistently under all circumstances. Additionally, the four 3-ton forklifts were procured specifically for use in warehouses in the logistics base and sectors of the Mission

once their construction had been completed. The procurement was planned to be in tandem with the construction of the warehouses, with the aim of having the forklifts ready for deployment as soon as the warehouses were completed; however, there were unforeseen delays in the construction of the warehouses, owing to a shift in construction priorities. The fuel trucks and the forklifts were ordered to meet the requirements of the Mission. The Mission periodically reviews its stock holdings, and those that have been declared surplus are advertised and made available to other missions.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: ongoing

Bidding time frame

27. **In paragraph 89, the Board reiterated its previous recommendation that the Administration should ensure that the Procurement Division and all missions comply strictly with the requirements of the Procurement Manual relating to the minimum time frames for the submission of proposals and responses to requests for quotations, invitations to bid and requests for proposals.**

28. The Board did not accurately reflect the comments of the Administration in its report. The Administration concurs with the explanation provided by the Procurement Division that the shortened bidding time noted by the Board of Auditors was owing to exigency. The Administration reiterates that a short response time is unavoidable under certain circumstances owing to operational necessity. Therefore, strict compliance with the requirements of the Procurement Manual may not be practical for meeting exigencies.

Department responsible: Department of Management and Department of Field Support
Status: closure by the Board requested
Priority: high
Target date: not applicable

Contract management

29. In paragraph 95, the Board reported that the Administration agreed with its recommendation to review and consider contractual provisions that provide for fair price adjustments based on acceptable industry/commercial practice.

30. This recommendation is considered implemented, as evidenced in the provision of rapid intervention vehicles. Evidence was provided to the Board; hence the Administration requests that the Board close this recommendation.

Department responsible: Department of Management
Status: implemented
Priority: high
Target date: not applicable

31. **In paragraph 97, the Board recommended that UNIFIL and UNOCI should approve all contract extensions before the expiration dates.**

32. In November 2009, UNIFIL reminded the staff of the Procurement Section to closely monitor contracts in order to ensure their extensions in a timely manner. Furthermore, UNIFIL is developing an electronic contract-monitoring tool to alert the procurement staff well in advance in order to facilitate timely contract extensions. The Mission anticipates this tool to be operational by the end of the second quarter of 2010. UNIFIL and UNOCI have now improved their monitoring of contract expiry dates to ensure that timely procurement actions are taken in order to reduce the number of ex post facto cases.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Premises occupied without valid contracts

33. **In paragraph 100, the Board reported that the Administration agreed with its recommendation that MONUC should seek ways to resolve the dispute between the Mission and the landlords to ensure that valid leases are in existence for premises occupied by the Mission.**

34. The comments of the administration are reflected in paragraph 101 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: full implementation is dependent on external factors

Rations contract

35. **In paragraph 107, the Board reported that the Administration agreed with its recommendation to (a) set up clear and unambiguous discount/surcharge terms in procurement contracts and (b) claim the global discount based on the total number of troops supported.**

36. The Administration has clarified the ambiguity with the vendor regarding the troop matrix of discounts, and no objection was explicitly mentioned by the vendor. The matrix is awaiting implementation by UNIFIL. If further intervention is needed, the Department of Management will liaise with the Mission and the contractor. With regard to the global discount, amounts totalling $3,040,613 and €1,068,184 were identified, and a memo was sent to the vendor informing it of the credits to be applied on invoices. Discussions are ongoing with the vendor on the implementation of the request. It is anticipated that a resolution will be reached by the end of June 2010.

Department responsible: Department of Management
Status: in progress
Priority: medium
Target date: second quarter of 2010

Ex post facto cases

37. **In paragraph 112, the Board recommended that the Administration should intensify its efforts to reduce the number of ex post facto cases submitted to the Headquarters Committee on Contracts for review.**

38. The Administration reiterates that operational reasons for ex post facto cases, such as the safety and security of staff, as well as exceptional conditions that the Secretariat faces which are beyond its control (e.g., force majeure, unrest or conflict), dictate the situation with regard to procurement. It should be noted that, although the number of ex post facto cases represented 11 per cent of cases reviewed by the Headquarters Committee on Contracts, the amount represented only 3 per cent of the total amount of $5.4 billion, a decrease from the prior year. Management therefore considers this recommendation implemented and requests its closure.

Department responsible: Department of Management
Status: implemented
Priority: high
Target date: not applicable

39. **In paragraph 115, the Board reported that the Administration agreed with its recommendation that UNAMID should adhere strictly to the requirements of the Procurement Manual to submit contract amendments for review by the local committee on contracts.**

40. Measures have been established to fully implement the recommendation relating to the processing of contract amendments. The Mission has placed the Procurement Manual on its shared drive for reference purposes and has reminded staff members of the Procurement Section of the importance of strict compliance with the Procurement Manual. UNAMID confirmed that compliance with established procurement procedures, particularly the submission of contract amendments to the local committee on contracts, is now a standard aspect of the process under which the Mission implements and manages contracts.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Delegation of procurement authority

41. **In paragraph 119, the Board reported that the Administration agreed with its recommendation that UNAMID and UNFICYP should comply strictly with the delegation of authority for core requirements.**

42. UNFICYP and UNAMID are now closely monitoring procurement cases in order to ensure compliance with the delegation of procurement authority,

particularly the processing of cases requiring review by the Headquarters Committee on Contracts.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: high
Target date: not applicable

Vendor management

43. **In paragraph 124, the Board reiterated its previous recommendation that the Administration should ensure that the requirements of the Procurement Manual with regard to vendor management are complied with at Headquarters and all missions.**

44. At UNMIK, it was not always possible to obtain all the required information from the local vendors that supplied minor commodities. The Mission amended the vendor evaluation form to reflect the minimum standards for the registration of vendors that supply minor goods and services. In September 2009, UNDOF developed criteria for vendor registration, including a checklist for updating the vendor files. All new vendors are now registered in accordance with the updated procedures. In addition, the Procurement Section has begun a review of existing vendors in the database.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

Vendor performance evaluation

45. **In paragraph 127, the Board recommended that the Administration should ensure that all missions prepare the vendor performance reports and submit them to the Procurement Division on a regular basis.**

46. The three missions (UNDOF, MINURSO and MONUC) have initiated a process to ensure that vendor performance reports from the responsible sections are coordinated and regularly submitted to United Nations Headquarters in compliance with established procedures.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Technical evaluation

47. **In paragraph 130, the Board recommended that the Administration should ensure that UNMIL prepares technical evaluation reports in a consistent way for consideration by the local committee on contracts.**

48. UNMIL is now current in the submission of technical evaluation reports to the local committee on contracts.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Liquidated damages and insurance coverage

49. **In paragraph 133, the Board reported that the Administration agreed with the Board's reiterated previous recommendation to ensure that MINURCAT and UNAMID comply strictly with the requirements of the Procurement Manual in relation to the liquidated damages.**

50. The comments of the Administration are reflected in paragraph 134 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure requested
Priority: high
Target date: not applicable

51. **In paragraph 136, the Board reported that the Administration agreed with its recommendation to ensure that UNIFIL and UNAMID maintain appropriate documentation of contractors' insurance coverage, as provided for in their contracts.**

52. The comments of the Administration on this recommendation are reflected in paragraph 137 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Expendable property

Disclosure of expendable property in the financial statements

53. **In paragraph 141, the Board reiterated its previous recommendation that the Administration should expedite its preparations for the recording of expendable property and disclose its value in the financial statements and/or in the notes thereto.**

54. Whereas the Administration continues to intensify efforts to disclose expendable property in financial statements, limitations with respect to such disclosure remain at the present time, as outlined in paragraph 139 of the Board's report. These limitations continue to be addressed as the Administration prepares for the new enterprise resource planning system and implementation of the International Public Sector Accounting Standards.

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: second quarter of 2014

Physical counts and inventory records

55. **In paragraph 146, the Board reiterated its previous recommendation that the Administration should strengthen the management and control of expendable property by ensuring that accurate records are maintained, physical counts are periodically conducted, discrepancies are promptly investigated and corrective actions are promptly taken.**

56. The comments of the Administration on this recommendation are reflected in paragraph 147 of the Board's report.

Department responsible: Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Stock-level management

57. **In paragraph 149, the Board recommended that the Administration should ensure that MONUC and UNMIL monitor minimum and maximum stock levels in the database to ensure that they are maintained at the recommended levels.**

58. The comments of the Administration on this recommendation are reflected in paragraph 150 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Non-expendable property

Physical verification and discrepancies

59. **In paragraph 154, the Board reiterated its previous recommendation that the Administration should carry out full and complete physical verifications to support the amount of non-expendable property that is disclosed in the notes to the financial statements.**

60. As earlier communicated to the Board, in November 2008 the Administration issued the second Directive on Property Control and Accountability, which established corporate and mission targets and key performance indicators for property management. It reiterates the mandatory requirement that 100 per cent physical verifications be carried out to support the amount of non-expendable property that are disclosed in the notes to the financial statements. As confirmed by the Board, in overall terms there is an improvement in the physical verification of assets during the 2008/09 financial period. Through the directive on property

management issued on 16 December 2009, the Administration has reiterated its instructions to missions on the management of non-expendable property items. The directive establishes objectives, key actions, key performance indicators and targets in the discipline of property management. The two major objectives are to strengthen managerial accountability in property management and to deliver effective and efficient support while developing a strategic framework to optimize equipment management. To achieve these objectives, field missions are directed to establish and implement a property management action plan based on the key actions recommended by the Department. For each of the key actions, a key performance indicator is established to measure the performance of field missions and results in the relevant area of property management.

Department responsible: Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

61. **In paragraph 162, the Board reported that the Administration agreed with its reiterated recommendation that all missions should promptly investigate the discrepancies relating to non-expendable property and take appropriate measures to ensure that their asset records are accurate and reliable.**

62. As earlier indicated to the Board, the reconciliation of discrepancies by the self-accounting units at missions is an ongoing process. At UNOMIG, the Galileo system was updated as the assets were moved to new locations; this process was completed prior to the final liquidation of the Mission at the field level. UNMIS has implemented a new programme of inspections, with physical verification levels ranging between 56 and 80 per cent as at December 2009. Furthermore, UNMIS has developed a new discrepancy-reporting system, which has now been introduced for all the self-accounting units. This is proving to be very effective in assisting self-accounting units to resolve discrepancies. Additional comments on this recommendation are reflected in paragraph 163 of the Board's report.

Department responsible: Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Delays in write-off and disposal of non-expendable property

63. **In paragraph 169, the Board reiterated its previous recommendation that the Administration should strengthen its monitoring of the write-off and disposal of non-expendable property at missions to ensure that appropriate measures are taken to expedite all pending write-offs and disposals.**

64. To ensure an expeditious write-off and disposal process, the Administration has submitted a proposal to the Department of Management to modify the delegation of authority for property management issued to the Under-Secretary-General for Field Support. The proposal includes the categorization of write-off cases associated with the normal life cycle as administrative write-offs requiring no review by the survey boards and increasing the authority of the local property survey board to the threshold of $200,000. These measures, once approved, would significantly streamline and expedite the current write-off and disposal process

while maintaining adequate internal controls. MINURSO advised that the local authorities had rejected its request for approval to sell the written-off vehicles as scrap and requested that MINURSO either export the vehicles outside of the Mission area or melt them into metal. MINURSO is in the process of identifying a vendor to undertake the melting of the written-off vehicles. The additional comments of the Administration on the recommendation are reflected in paragraph 170 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Stock ratios and surplus

65. **In paragraph 180, the Board reported that the Administration agreed with its recommendation to (a) review the non-expendable property at all active missions in order to ascertain the realistic quantities that should be held, (b) identify and declare surplus assets in the system and (c) take appropriate measures to transfer all surplus assets to missions in need of them or to the United Nations Logistics Base, or to dispose of them as appropriate.**

66. The comments of the Administration on the recommendation are reflected in paragraph 181 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Fire prevention and safety

67. **In paragraph 183, the Board reported that the Administration agreed with its recommendation that UNAMID should install fire pre-warning systems in all warehouses.**

68. The comments of the Administration on this recommendation are reflected in paragraph 184 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Downsizing and liquidation

Downsizing at UNMIK

69. **In paragraph 187, the Board reported that the Administration agreed with its recommendation to document the lessons learned from the UNMIK reconfiguration and incorporate them into operating policies.**

70. As earlier communicated to the Board, the Administration concurs that the lessons learned from UNMIK should constitute the basis for a review of existing operating policies. Meanwhile, the Department has reminded UNMIK and other missions to follow the established performance management procedures through the establishment of joint monitoring and management review committees. The Administration continues to ensure that missions provide performance appraisal system training to staff and managers. The Department of Field Support has promulgated guidelines to missions, including UNMIK, on the best ways to manage performance in general, and poor performance in particular.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: fourth quarter of 2010

Database access

71. **In paragraph 190, the Board reported that the Administration agreed with its recommendation that UNOMIG should remove from the database staff members who had left the Mission.**

72. During the Board's audit in the field in August 2009, UNOMIG revoked the Galileo access privileges of staff members who had left the Mission.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

Strategic deployment stocks

73. **In paragraph 195, the Board recommended that the Administration should strengthen the monitoring in respect of slow-moving strategic deployment stocks.**

74. As previously communicated to the Board, the Administration considers that there is a need to distinguish between the life expectancy and the useful life of an asset. The useful life is defined in International Public Sector Accounting Standard 17 as the period over which an asset is expected to be available for use. Strategic deployment stocks are new equipment that are not subject to any physical deterioration. The useful life of an asset commences at the point at which the asset is received by a mission for active use, rather than the point at which the items are received at the United Nations Logistics Base and entered into the inventory of strategic deployment stocks. The Administration considers strategic deployment stock items as new when issued, regardless of how long the items were held in the United Nations Logistics Base, until recorded as received by a mission, with the exception of certain expendable property items, such as medical supplies, which have specific expiration dates determined by the manufacturer. The Administration ensures that deployments of strategic deployment stock medical kits contain only expendable items with a sufficient period of useful life remaining. Strategic

deployment stocks are effectively monitored to prevent the items from becoming obsolete.

Department responsible: Department of Field Support
Status: closure by the Board is requested
Priority: medium
Target date: not applicable

Issuance of strategic deployment stocks

75. **In paragraph 198, the Board recommended that the Administration should ensure that the United Nations Logistics Base issues items on a first-in-first-out basis to avoid possible deterioration and obsolescence of strategic deployment stocks.**

76. The Administration employs the inventory management best practice policy of first-in-first-out, so that the earliest acquired items in stock are dispatched first. Strategic deployment stock items are thereby rotated according to age, to ensure that they have their full service life expectancy at the time of deployment. The United Nations Logistics Base is now in full compliance with the first-in-first-out principle for the management of strategic deployment stocks.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: high
Target date: not applicable

Life expectancy

77. **In paragraph 201, the Board recommended that the Administration should ensure that the United Nations Logistics Base establishes a monitoring mechanism to prevent strategic deployment stocks from being held beyond their life expectancy.**

78. The trauma kits referred to by the Board of Auditors comprise both non-expendable and expendable property items, including medicines and bandages, which are rotated in accordance with an established schedule or after the kits have been used in emergency situations. The kits deployed to UNAMID have been maintained in a state of readiness in the event of a medical emergency. The expendable elements of these trauma kits were shipped by the vendor to Brindisi, Italy, and later transferred to UNAMID, resulting in a number of expendable elements expiring. The Administration has taken action with the equipment system contract vendor to ensure that deployments of strategic deployment stock medical kits contain only expendable items with a sufficient period of useful life remaining. All expired items in the trauma kits that form the flyaway component of strategic deployment stocks maintained in the United Nations Logistics Base have been replaced.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Contingent-owned equipment

Fuel consumption monitoring

79. **In paragraph 204, the Board recommended that the Administration should develop measures to monitor fuel consumption of contingent-owned equipment.**

80. The Administration wishes to clarify that, under the current contingent-owned equipment system, a vehicle or other fuel-consuming equipment is reimbursable, provided that it is serviceable and available for use, regardless of whether it has actually been used. The absence of a functioning odometer/hours-run meter or associated records is not in itself a reason to declare the vehicle or equipment unserviceable for reimbursement purposes. Nevertheless, to assist missions in recording mileage/hours run, the Administration developed a standardized means of recording odometer/hours-run readings that is integrated into the contingent-owned equipment major equipment database. That database exists as a support tool for contingent-owned equipment inspectors in the missions and is not used to calculate reimbursement at Headquarters. The intention behind the facsimile to the missions and developing this means was to provide missions with the ability to record readings over time and analyse findings for their internal use. The Administration, in consultation with the missions, is reviewing the effectiveness of the fuel-monitoring system for action as appropriate.

Department responsible: Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Submission of verification reports

81. **In paragraph 207, the Board reported that the Administration agreed with its recommendation that MONUC should comply with the requirements of the Contingent-owned Equipment Manual to submit the verification reports to Headquarters by the deadline.**

82. The comments of the Administration on this recommendation are reflected in paragraph 208 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Discrepancies between verification reports and the verification worksheets

83. **In paragraph 210, the Board reported that the Administration agreed with its recommendation to ensure that MONUC reconciles the verification reports with the details of the actual quantity verified as per verification worksheets.**

84. The comments of the Administration on this recommendation are reflected in paragraph 211 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter 2010

Major equipment

85. **In paragraph 213, the Board recommended that the Administration, in conjunction with troop-contributing countries, should ensure that all memorandums of understanding are updated to reflect items available to each mission.**

86. The comments of the Administration on this recommendation are reflected in paragraph 214 of the Board's report.

Department responsible: Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Verification of water treatment plants

87. **In paragraph 217, the Board reported that the Administration agreed with its recommendation that MONUC should (a) perform quarterly verifications to determine the serviceability of water treatment plants provided by contingents and (b) implement procedures to regularly update the verification reports with the results of the water treatment plant verifications.**

88. MONUC now performs quarterly verifications to determine the serviceability of water treatment plants provided by contingents by engaging the services of experts within the mission's Engineering Section and military observers.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Operational readiness inspection

89. **In paragraph 220, the Board reiterated its recommendation that UNMIS should conduct operational readiness inspections in accordance with the Contingent-owned Equipment Manual.**

90. The comments of the Administration on this recommendation are reflected in paragraph 221 of the Board's report. Furthermore, UNMIS is now current in the submission of the operational readiness inspection reports.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Vehicle fleet management

Vehicle occupancy survey

91. **In paragraph 224, the Board reported that the Administration agreed with its recommendation to ensure that all missions conduct periodic vehicle occupancy surveys.**

92. The three missions (UNMIS, UNIFIL and MINURSO) have put in place measures for the periodic conduct of vehicle occupancy surveys. UNMIS conducted occupancy surveys in December 2009 and January 2010. UNIFIL conducted the survey in November 2009 and has scheduled the next survey for May 2010. At MINURSO the most recent survey was conducted in February 2010.

Department responsible: Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Replacement of vehicles

93. **In paragraph 228, the Board recommended that the Administration should ensure that all missions perform a cost analysis for the vehicles with high mileage and should decide whether to replace those vehicles, taking account of the missions' specific circumstances.**

94. The comments of the Administration on this recommendation are reflected in paragraph 229 of the Board's report.

Department responsible: Department of Field Support
Status: closure requested
Priority: medium
Target date: not applicable

CarLog system

95. **In paragraph 231, the Board reported that the Administration agreed with its recommendation that UNDOF should expedite the installation of the CarLog system and make full use of the system's information.**

96. As earlier communicated to the Board, UNDOF has since installed the CarLog system in all vehicles and a majority of the material-handling equipment and has implemented procedures to utilize the system to monitor fuel consumption on a weekly basis.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

97. **In paragraph 232, the Board reported that the Administration also agreed with its recommendation that UNMIL should implement procedures to generate and review the information in CarLog as part of monitoring vehicle usage.**

98. As earlier communicated to the Board, UNMIL has since used CarLog to notify users of service intervals. Upon reaching a given mileage, CarLog activates an alarm to notify the driver. UNMIL has implemented a follow-up mechanism to ensure that this alarm is not ignored by users.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Material for workshop

99. **In paragraph 236, the Board recommended that the Administration should ensure that MONUC and MINURCAT make efforts to keep sufficient material for workshops in order to reduce the vehicle waiting period.**

100. The comments of the Administration on the recommendation are reflected in paragraph 237 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Safety

101. **In paragraph 239, the Board recommended that the Administration should ensure that (a) MONUC equips all vehicles with adequate safety equipment and (b) UNMIT finalizes the Drivers' Handbook as soon as possible and establishes a traffic safety committee.**

102. The comments of the Administration on the recommendation are reflected in paragraph 240 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Strategic fuel reserves

103. **In paragraph 244, the Board reiterated its previous recommendation that the Administration should ensure that all missions take steps to maintain a strategic fuel reserve.**

104. The comments of the Administration on the recommendation are reflected in paragraph 245 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: dependent on external factors

Fuel consumption

105. **In paragraph 249, the Board reiterated its previous recommendation that the Administration should ensure that all missions strengthen their monitoring of fuel consumption patterns.**

106. MINURCAT is currently using tabular analysis to monitor its fuel consumption; however, the Mission is actively improving its fuel management systems and is considering the use of graphical analysis to replace the old system. Also, to facilitate more accurate monitoring, the Mission is in the process of securing metering equipment for generators that share a tank for operational reasons. MINURSO is replacing all substandard tanks with flow meters and dipsticks to facilitate the monitoring of fuel consumption of generators. UNDOF has conducted a thorough investigation and found that the malfunctioning of the FuelLog system was the root cause of the discrepancies noted by the Board. The Mission has taken corrective action to ensure that no further discrepancies occur.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Emergency response plan

107. **In paragraph 252, the Board reported that the Administration agreed with its recommendation that UNIFIL and UNMIT should formulate the emergency response plan as soon as possible and keep it up to date in accordance with the Department of Peacekeeping Operations/Department of Field Support Fuel Operations Manual.**

108. The comments of the Administration on this recommendation are reflected in paragraph 253 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Rations management

Rations Manual

109. **In paragraph 255, the Board reported that the Administration agreed with its recommendation to update the Rations Manual to reflect changes to the United Nations rations scale and food ordering methods.**

110. The Administration has now decided to undertake the update of the Rations Manual, using technical expertise available in-house by setting up a working group of food professionals from field missions and Headquarters. The terms of reference and the work programme are being finalized. Also, the Department plans to engage a food specialist consultant to conduct a final technical review of the updated Rations Manual to ensure that it fully meets international best practices. It is

anticipated that the working group will complete its update by the third quarter of 2010.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Standard operating procedures for rations management

111. **In paragraph 258, the Board reiterated its previous recommendation that the Administration should ensure that MONUC expedites the approval of the rations management standard operating procedures.**

112. The comments of the Administration on this recommendation are reflected in paragraph 259 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter 2010

Monitoring and inspection of rations

113. **In paragraph 261, the Board reported that the Administration agreed with its recommendation that UNFICYP should comply fully with the requirements of the rations contracts relating to substitutions or variations of food rations as well as food safety reports.**

114. The comments of the Administration on this recommendation are reflected in paragraph 262 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Rations reserve stocks

115. **In paragraph 264, the Board recommended that the Administration should ensure that UNMIS, in cooperation with the Procurement Division of the Secretariat, should make every effort to require the contractor to maintain sufficient rations reserve stocks, as required by the contract.**

116. The comments of the Administration on this recommendation are reflected in paragraph 265 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Storage management

117. **In paragraph 268, the Board reiterated its previous recommendation that the Administration should ensure that UNMIS and UNMIT comply strictly with the requirements for the storage of rations, especially in relation to temperature control.**

118. The comments of the Administration on this recommendation are reflected in paragraph 269 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Air operations

Aviation budget

119. **In paragraph 275, the Board recommended that the Administration should ensure that all missions address the underutilization of budgeted flying hours.**

120. The comments of the Administration on this recommendation are reflected in paragraph 276 of the Board's report.

Department responsible: Department of Field Support
Status: in progress
Priority: medium
Target date: ongoing

Aviation safety

121. **In paragraph 278, the Board recommended that the Administration should ensure that MONUC implements the operational risk management process and that, wherever necessary in other missions, implementation steps are also taken.**

122. The comments of the Administration on this recommendation are reflected in paragraph 279 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

123. **In paragraph 282, the Board recommended that MONUC and UNMIL should take appropriate measures to address the risks which gave rise to aviation incidents, so that the incidents could be reduced.**

124. The comments of the Administration on this recommendation are reflected in paragraph 283 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Fuel costs recovery

125. **In paragraph 286, the Board recommended that the Administration should ensure that (a) UNMIL performs regular follow-ups on outstanding balances relating to recoverable fuel costs with air operators and (b) UNMIS obtains reimbursement for non-revenue-flight fuel consumption.**

126. UNMIL advised that the Finance Section, in conjunction with the Aviation Section, now routinely monitored the accounts receivable from air operators in order to facilitate their recovery in a timely manner. Other comments of the Administration are reflected in paragraph 287 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: ongoing

Emergency response

127. **In paragraph 289, the Board reported that the Administration agreed with its recommendation to ensure that MINURCAT (a) develops an emergency response plan specific to the sectors as well as a search and rescue plan, in compliance with the Aviation Manual and (b) expedites the procurement of rescue and accident investigation kits.**

128. The comments of the Administration on this recommendation are reflected in paragraph 290 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Management and evaluation of air charter agreements

129. **In paragraph 292, the Board reported that the Administration agreed with its recommendation that MONUC, in consultation with Headquarters, strengthen measures for the management and evaluation of air charter agreements.**

130. As earlier communicated to the Board, MONUC has carried out the quarterly performance evaluations of the air charter operators and is now current in the submission of performance reports.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Signature in air cargo manifests

131. **In paragraph 295, the Board recommended that the Administration should ensure that UNAMID signs all air cargo manifests, as required by the standard operating procedures of the Movement Control Unit.**

132. The comments of the Administration on this recommendation are reflected in paragraph 296 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

Information and communications technology

Information security

133. **In paragraph 299, the Board recommended that the Administration should ensure that MONUC develops a comprehensive business continuity and disaster recovery plan, as well as an information security policy.**

134. The comments of the Administration on this recommendation are reflected in paragraph 300 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Control management

135. **In paragraph 302, the Board recommended that the Administration should ensure that all missions review the password access controls and make the necessary amendments to strengthen such controls.**

136. The comments of the Administration on this recommendation are reflected in paragraph 303 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

137. **In paragraph 305, the Board reported that the Administration agreed with its recommendation to ensure that MONUC (a) maintains a change-control log**

so that changes to the system are documented and reviewed and (b) implements procedures to regularly identify and resolve all inactive user accounts.

138. The comments of the Administration on this recommendation are reflected in paragraph 306 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Communication availability

139. **In paragraph 308, the Board recommended that the Administration should ensure that the United Nations Logistics Base, in cooperation with Headquarters, improves the performance of the leased lines to ensure smooth communication between the United Nations Logistics Base and Headquarters.**

140. The comments of the Administration on this recommendation are reflected in paragraph 309 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Policies and procedures

141. **In paragraph 311, the Board reported that the Administration agreed with its recommendation that UNMIK and UNMIL finalize the policies and procedures on the information and communications technology system.**

142. The comments of the Administration on this recommendation are reflected in paragraph 312 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Capacity-building

143. **In paragraph 315, the Board reported that the Administration agreed with its recommendation that (a) UNMIK should appoint new members to the Information and Communications Technology Review Committee and (b) UNMIS should establish an Information Security Unit and designate the Information Security Coordinator, the Access Control System Administrator and the Security Systems Administrator.**

144. The comments of the Administration on this recommendation are reflected in paragraph 316 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: Subparagraph (a) concerning UNMIK implemented; subparagraph (b) concerning UNMIS in progress
Priority: medium
Target date: UNMIK — not applicable; UNMIS — second quarter of 2010

Human resources management

Vacancy and turnover rates

145. **In paragraph 324, the Board reported that the Administration agreed with its reiterated recommendation that it should take urgent measures to fill vacancies so as to enable the missions to execute their mandates effectively.**

146. The Administration concurs with the recommendation relating to filling of vacancies at missions. In recognition of the importance of conditions of service for field staff, as reflected in resolution 63/250, the General Assembly approved new contractual arrangements comprising three types of appointment (temporary, fixed-term and continuing) under one set of staff rules, effective 1 July 2009. While full harmonization with the United Nations agencies, funds and programmes has not yet been achieved, the conditions of service of mission staff have been aligned with the common-system benefits of the Secretariat. The decisions of the General Assembly represent recognition of staff in the field as part of the regular Secretariat, with the same common-system conditions of service and contractual arrangements. The additional entitlements and allowances (such as education grant, rental subsidy and hardship allowance) are expected to increase the attractiveness of service in field missions, and are further expected to lead to the streamlining of contractual arrangements and the simplification of administration, to enhance transparency and to promote equity in the treatment of staff within the Secretariat. The reform aims to make field service more attractive, fair and mobile, through increased opportunities for career development with the introduction of one type of United Nations staff contract under one series of staff rules that, following endorsement of the candidates by the field central review body, would not be limited to service at a particular mission; the designation of missions as family or non-family duty stations; and the granting of similar international benefits to all non-local staff.

147. The Administration has initiated several measures to address high vacancy rates in the field. Since 2007, the Field Personnel Division of the Department of Field Support and the Office of Human Resources Management have worked together to develop a new talent management approach to workforce planning and the streamlining of current staffing processes (called "Inspira"). This streamlined approach will automate current processes and will enable the Organization to forecast and plan for the timely filling of vacancies. All other key staffing processes such as selection and on-boarding will also be streamlined and will henceforth contribute to a rapid deployment of selected candidates. The new software is expected to be launched at headquarters duty stations and offices away from Headquarters in April 2010 and in field missions in September 2010.

148. The introduction of occupational group managers serving in the Field Personnel Division as part of Inspira will also help to address high vacancy rates. The managers are responsible for developing and managing the occupational group

rosters under their area of expertise and liaising with programme managers in the field to facilitate the placement of high quality candidates to meet mission-specific needs. This new approach to the recruitment process is expected to streamline the staffing process and lead to a considerable reduction in vacancy rates.

149. In addition, the Administration has made a significant investment in improving areas that are peripheral to recruiting but directly affect vacancy rates, such as succession planning, outreach, training and operational and strategic workforce planning. In the area of outreach, for example, the Department of Field Support continues to strengthen its outreach activities, with the staffing of the Outreach Unit expanded to include two officers dedicated solely to activities such as weekly dissemination of vacancy announcements to approximately 60 organizations and to unrepresented and underrepresented Member States and advertising in online portals, with follow-up outreach visits to some countries and presentations at job fairs. In 2008 and 2009, over 60 staff members were recruited as external candidates through outreach activities.

150. The above-mentioned measures are the result of a focused effort by the Department of Field Support and field missions aimed at addressing high vacancy rates by examining conditions of service and redesigning the entire staffing process. The Administration acknowledges that these changes, which involved a comprehensive review and update of the human resources management policies and procedures, will require a transition period during which an immediate impact on vacancy rates may not be visible. In the medium and long terms, however, high vacancy rates will be addressed through the creation of an efficient and streamlined recruitment and retention framework.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Recruitment lead times

151. **In paragraph 327, the Board reported that the Administration agreed with its reiterated recommendation that all missions should take appropriate measures to reduce recruitment lead times.**

152. The new recruitment process and introduction of the field central review body will assist in reducing high vacancy rates and recruitment lead times in the field. The Administration is currently reviewing the delegated recruitment authority of field missions with a view to reducing their dependency on the Field Personnel Division. Missions with full recruitment authority can go through the full recruitment exercise (i.e., initial clearance, technical clearance, shortlisting, recommendation, submission to the field central review body and selection). Based on past experience, such delegation serves to eliminate bottlenecks and shorten recruitment times.

153. The Inspira system will automate current processes and enable the Organization to forecast and plan for the timely filling of vacancies. All other key staffing processes such as selection and on-boarding will also be streamlined, which will henceforth contribute to a rapid deployment of selected candidates. Under the

new system, an occupational group manager will be personally responsible for the operation and monitoring of an occupational shortlist, specifically for producing a shortlist of qualified, cleared and successfully interviewed candidates. The programme managers in the missions will be tasked with selecting from the readily available pool of candidates and initiating on-boarding procedures. This approach is expected to dramatically reduce the recruitment process lead time.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Post classification

154. **In paragraph 332, the Board reported that the Administration agreed with its recommendation that it should expedite all requests for classification and reclassification of posts at the various missions.**

155. The comments of the Administration on this recommendation are reflected in paragraph 331 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: full implementation is dependent on the provision of resources

Human resources action plans

156. **In paragraph 334, the Board reported that the Administration agreed with its reiterated recommendation that it should ensure that all missions establish human resources action plans, as required by directives from the Department of Peacekeeping Operations and the Department of Field Support.**

157. The comments of the Administration on the recommendation are reflected in paragraph 335 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

Performance appraisal system

158. **In paragraph 337, the Board reiterated its previous recommendation that MONUC and UNMIL should implement procedures to ensure that performance appraisals are completed and signed off in a timely manner.**

159. As previously communicated to the Board, in October 2008 UNMIL established a Careers Service, which provides services such as technical support and advice on performance appraisal issues. Furthermore, pursuant to guidance from the UNMIL Joint Monitoring Committee, the Integrated Mission Training Cell began systematic delivery of a comprehensive and tailored training programme on the

performance appraisal system to all offices of the Mission. This programme, which started in July 2009, will continue until the intended objective is attained. UNMIL is also enforcing the policy of not renewing staff members' contracts without the completion of an e-PAS or special report for the previous reporting period. In MONUC, action plans have been implemented to ensure that all backlogs from the last performance cycle have been eliminated. In addition, reminders for the midyear review for the 2009/10 performance cycle due in September 2009 were circulated to staff members. MONUC is following up on the process to ensure that performance appraisals are completed in a timely manner.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

Leave management

160. **In paragraph 340, the Board reported that the Administration agreed with its recommendation that it should ensure that all missions adhere strictly to the policy regarding the recording and monitoring of time and attendance and reconcile the attendance records kept by the human resources sections with those of the finance sections.**

161. This recommendation repeats the one made in paragraph 36 of the Board's report. The comments of the Administration are reflected in paragraph 12 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

162. **In paragraph 341, the Board recommended that the Administration should investigate all outstanding receivables relating to overpayments to peacekeeping staff members with a view to recovery.**

163. As previously stated, the Administration is reviewing the overpayments to take action as appropriate.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

164. **In paragraph 343, the Board reported that the Administration agreed with its recommendation that it should ensure that MONUC updates leave records in a timely manner in the Matrix system and that sick leave transactions are duly approved so as to ensure accurate calculation of leave balances.**

165. The comments of the Administration on this recommendation are reflected in paragraph 344 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Training plans

166. **In paragraph 347, the Board reported that the Administration agreed with its recommendation that it should ensure that MINURCAT and UNDOF develop realistic training plans and monitor their execution carefully.**

167. As previously communicated to the Board, UNDOF prepared its training plans based on the needs identified and submitted by the self-accounting units. However, there were instances when staff needed to participate in workshops or training programmes that were beneficial to their development but were not provided for in the plans. Such cases were carefully reviewed by senior management prior to approval. Furthermore, other workshops were conducted in-house to maximize participation. At MINURCAT, the training cases that were approved on an exceptional basis also related to unforeseen needs that could not be accurately determined at the planning stage, and were also always carefully reviewed by senior management prior to approval. The low participation in external training activities was mainly due to the rearrangement of work priorities, which made it impracticable for all staff members to participate in such training.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board is requested
Priority: high
Target date: not applicable

Induction training

168. **In paragraph 350, the Board recommended that the Administration should ensure that civilian staff members complete their induction training before they commence operations.**

169. The comments of the Administration on this recommendation are reflected in paragraph 351 of the Board's report. Based on those comments, the Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board is requested
Priority: medium
Target date: not applicable

Monitoring of training

170. **In paragraph 353, the Board reported that the Administration agreed with its recommendation that it should strengthen its monitoring in respect of missions' training budget development, training plan implementation and post-training evaluation.**

171. The comments of the Administration on this recommendation are reflected in paragraph 354 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Post-training management

172. **In paragraph 357, the Board reported that the Administration agreed with its recommendation that it should ensure that all missions strengthen their documentation and monitoring of training courses undertaken.**

173. At the United Nations Logistics Base, the 12 training courses held in external training locations did not have evaluations and course materials because of copyright and propriety reasons. The staff members attending these courses retained the workbooks and materials provided to them. The Logistics Base stated that for internally held courses, a web-based system was used to register all participants and store participant evaluations. MONUC has introduced a system to track training attendance. MINURCAT has been reminded to comply with the established procedures regarding monitoring of mission training programmes.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

Integrated mission planning process

174. **In paragraph 360, the Board reiterated its recommendation that the Administration should expedite the finalization of the integrated mission planning process guidelines and develop an implementation plan for the process as early as possible.**

175. The comments of the Administration on the recommendation are reflected in paragraph 361 of the Board's report.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Quick-impact projects

Project implementation

176. **In paragraph 363, the Board reiterated its previous recommendation that the Administration should ensure that all missions take appropriate measures**

to ensure that quick-impact projects are completed within specified time frames.

177. As previously communicated to the Board, the delays in completing quick-impact projects are due to several factors, including operational difficulties in the missions such as road conditions, unavailability of construction materials outside the capital city, limited capacity of the implementing partners and weather conditions. Nevertheless, missions have established measures to improve the implementation of quick-impact projects. For example in UNMIL, the selection process of implementing partners is constantly reviewed and only those with a proven track record of efficient implementation and logistical capacity are considered for projects. UNMIL organized two mandatory workshops during the 2008/09 financial period for all selected implementing partners to familiarize them with quick-impact project guidelines and good project management principles. MONUC holds monthly meetings to discuss and monitor project implementation so as to confirm compliance with established procedures. UNAMID has organized workshops and regular consultations with implementing partners in all sectors to increase their capacity and improve the implementation of quick-impact projects. At UNMIS, since most of the quick-impact projects were started only in May 2009, the overall implementation rate was low in August 2009, the time of the Board's audit.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: full implementation is dependent on external factors

Project evaluation

178. **In paragraph 366, the Board recommended that the Administration should ensure that UNIFIL and UNMIS adhere to the guidelines and procedures relating to quick-impact projects.**

179. UNMIS plans to conduct an evaluation of its projects during the first quarter of 2010. The lessons learned from the evaluation will be applied in improving project implementation. UNIFIL acted on the recommendation and prepared a detailed annual evaluation report on quick-impact projects, which was submitted to the Peacekeeping Best Practices Section of the Department of Peacekeeping Operations in November 2009.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Internal audit functions

Implementation of the audit plan

180. **In paragraph 372, the Board reiterated its previous recommendation that the Office of Internal Oversight Services should continue to monitor the**

workplans of the resident auditors carefully so as to ensure that audits are executed and finalized in a timely manner.

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: high
Target date: ongoing

internal audit reports

181. **In paragraph 377, the Board reiterated its previous recommendation that the Office of Internal Oversight Services should ensure that the resident audit offices observe the deadline for issuing audit reports, or revise the estimates of completion times in line with realistic and professional targets.**

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: high
Target date: ongoing

III. Implementation of the recommendations contained in the report of the Board of Auditors concerning United Nations peacekeeping operations for prior financial periods

182. In paragraph 9 of General Assembly resolution 62/223 B, the Secretary-General was requested to provide, in future reports on the implementation of the recommendations of the Board of Auditors concerning the United Nations peacekeeping operations, a full explanation for delays in implementation of all outstanding recommendations of the Board.

183. In annex II to its report for the period ended 30 June 2009 (A/64/5 (Vol. II), chap. II), the Board provided a summary of the status of implementation of recommendations for previous financial periods. Information is provided below on the 62 recommendations listed in annex II as outstanding from prior periods, 56 of which are shown as "under implementation" and 6 as "not implemented". The information is set out in the order in which the recommendations are presented in the report of the Board of Auditors for the period ended 30 June 2008 (A/63/5 (Vol. II)).

184. Table 3 below provides a more detailed analysis of the responsible departments with target dates for recommendations for which implementation is in progress.

Table 3
Status of implementation of outstanding previous recommendations as at 30 June 2009

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented or closure requested*	*In progress*	*Target date set*	*No target date*
Department of Peacekeeping Operations/Department of Field Support	52	2	21	29	19	10
Department of Management	6	—	1	5	4	1
Office of Internal Oversight Services	4	—	—	4	—	4
Total	**62**	**2**	**22**	**38**	**23**	**15**

185. It should be noted that, of the 38 recommendations in progress, 20 are targeted for implementation before the end of 2010 and 3 after December 2010. Of the 15 recommendations without a target date, 13 are ongoing and the full implementation of the remaining 2 are dependent on factors that are beyond the control of the Administration.

Financial overview

186. **In paragraph 17, the Board recommended that the Administration should review its policy for disclosure of contributions in kind in order to enhance financial reporting.**

187. Facilities provided under status of forces and status of mission agreements were disclosed in the financial statements for the period ended 30 June 2009. The Administration agrees with the recommendation that services and goods provided under such agreements should be disclosed in the financial statements for the period ended 30 June 2010, bearing in mind the comments of the Administration in paragraph 8 above.

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: third quarter of 2010

188. **In paragraph 34, the Board recommended that the Administration should ensure that MINURCAT, MINUSTAH, UNMIS and UNLB strictly comply with the requirements of the Financial Regulations and Rules of the United Nations and the Procurement Manual relating to the criteria for the creation of obligations.**

189. As reported in paragraph 35 of annex II to document A/63/5 (Vol. II) and paragraph 12 of document A/63/784, obligations were properly raised and cancelled. MINUSTAH, UNMIS and the United Nations Logistics Base are in compliance with the reservation of credits in the accounts.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: high
Target date: not applicable

190. **In paragraph 38, the Board reported that the Administration agreed with its recommendation that it should ensure that, in the computation of accrued end-of-service liabilities in respect of unused annual leave, the finance offices of the various missions reconcile the unused annual leave balances of staff members with the attendance records maintained by the human resources sections.**

191. Reference is made to the comments of the Administration in paragraph 12 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

192. **In paragraph 42, the Board reported that the Administration agreed with its recommendation that it should: (a) issue a uniform policy for the computation criteria for unused annual leave to maintain consistency across accounting entities; and (b) verify the computation of end-of-service liabilities to ensure the accuracy of the balances shown in the financial statements.**

193. As recommended, uniform criteria (60 days for international staff and 30 days for national staff) were issued for computation of unused annual leave balances, and computations as of 30 June 2009 applied these criteria on a consistent basis.

Department responsible: Department of Management
Status: implemented
Priority: medium
Target date: not applicable

Support account

194. **In paragraph 65, the Board reported that the Administration agreed with its recommendation that it should: (a) expedite the preparation of the report on the backstopping requirements for peacekeeping operations; and (b) develop an approach to the determination of support account staffing requirements.**

195. The study that was commissioned on the evolution of the support account, the results of which were presented in the support account budget for the period 2009/10 (A/63/767 and Corr.1), concluded that the evolution of the support account was correlated with the increased complexity of the mandates of peacekeeping operations and the significant increase in the deployment of peacekeeping personnel to the field. The Secretariat acknowledged that conclusion, and proposed resources in the amount of $207,000 in the support account budget for 2010/11 for a follow-on study to develop a conceptual staffing model for the support account.

Department responsible: Department of Management
Status: in progress
Priority: medium
Target date: second quarter of 2011

Write-off of losses of cash, receivables and property

196. **In paragraph 72, the Board reiterated its previous recommendation that the Administration should identify the causes for the delay in the write-off and disposal of non-expendable property, and take appropriate measures to expedite all pending write-offs and disposals.**

197. Reference is made to the comments of the Administration in paragraph 64 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Results-based budgeting and management

198. **In paragraph 78, the Board recommended that the Administration should: (a) consider identifying the root cause of the problem in establishing proper indicators of achievement; and (b) consider implementing an internal validation or quality control process for all indicators of achievement.**

199. In the light of the previous comments of the Administration in paragraphs 23 and 24 of the report of the Secretary-General contained in document A/63/784, the Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

200. **In paragraph 79, the Board reiterated its previous recommendation that the Administration should ensure that the United Nations Logistics Base, UNOMIG and UNMIL take appropriate measures to ensure that all the indicators of achievement and outputs for the results-based-budgeting framework are formulated as specific, measurable, attainable, realistic and time-bound to facilitate monitoring and reporting.**

201. Reference is made to the comments of the Administration in paragraph 18 above. The Board, in its interim reports issued during the fourth quarter of 2009, confirmed that the recommendation had been implemented by the United Nations Logistics Base and UNOMIG. Furthermore, the Administration acknowledges the recognition by the Board, in its interim report dated 25 September 2009, that most of the planned indicators of achievement and outputs developed by UNMIL were measurable and specific. The Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board is requested
Priority: high
Target date: not applicable

202. **In paragraph 85, the Board reported that the Administration agreed with its recommendation that it should ensure that UNMIK and UNOCI: (a) properly substantiate all actual numbers by the portfolio of evidence; and (b) compile and maintain at a central point a portfolio of evidence.**

203. Reference is made to the comments of the Administration in paragraphs 20 and 22 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

204. **In paragraph 87, the Board reported that the Administration agreed with its reiterated recommendation that it should ensure that UNMIK reinforce the use of the Lotus Notes database system to gather information regularly throughout the financial period to enable the Mission to compile a portfolio of evidence to substantiate the performance report.**

205. Reference is made to the comments of the Administration in paragraph 20 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

Management of cash, receivables and payables

206. **In paragraph 90, the Administration agreed with the Board's recommendation that it should ensure that UNMEE and MONUC take appropriate measures to settle their long-outstanding balances.**

207. Prior to the liquidation of UNMEE, the host Government validated in February 2009 the relevant invoices relating to the value added tax, but has not reimbursed the United Nations. Furthermore, as the balance of $534,105 from 2006/07 relates to a dispute with a vendor, the Department of Management instructed that a hold be put on the amount until the resolution of the dispute. At MONUC, a task force established within the Finance Section reviews and monitors accounts payable on a monthly basis. The task force has made significant progress by reducing accounts payable from $3.26 million as at 30 June 2008 to $1.3 million as at 31 January 2010.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: full implementation is dependent on external factors

Procurement and contract management

208. **In paragraph 103, the Board recommended that the Administration should: (a) develop a procurement strategy as early as possible, especially for start-up missions; and (b) conduct adequate market surveys before seeking the sole-source approach to ensure the transparency of the procurement process.**

209. In the light of the response of the Administration reflected in paragraphs 104 to 106 of the Board's report contained in document A/63/5 (Vol. II), the recommendation is not accepted. The Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: not accepted
Priority: high
Target date: not applicable

210. **In paragraph 117, the Board recommended that the Administration should: (a) carry out acquisition planning well in advance to allow due processes to take place in accordance with the requirements of the Procurement Manual; and (b) strengthen the monitoring of contracts to avoid extending contracts beyond not-to-exceed amounts.**

211. In the light of previous comments (A/63/784, para. 43), the Administration does not accept this recommendation. The Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: not accepted
Priority: high
Target date: not applicable

212. **In paragraph 124, the Board recommended that the Administration should finalize procurement for the provision of fuel to the missions.**

213. The recommendation has been implemented in respect of UNIFIL, whose long-term fuel contract was signed on 22 December 2008. MINUSTAH's interim ground-fuel contract has been negotiated and is at the final review stage prior to signature. It is anticipated that the MINUSTAH fuel contract will be signed by the second quarter of 2010.

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: second quarter of 2010

214. **In paragraph 129, the Board reiterated its previous recommendation that the Administration should ensure that UNIFIL, UNAMID and UNMIS identify the causes for the lengthy lead times in the requisitioning and procurement processes and adopt measures to ensure that requisitions and purchase orders are issued within reasonable time frames.**

215. In its interim report dated 27 October 2009, the Board confirmed that UNIFIL had implemented the recommendation. UNAMID had initiated an acquisition process tracking project to map and improve processes in the acquisition cycle. The Mission established an Expediting Unit and implemented a tracking system database within its Procurement Unit to facilitate the monitoring of requisitions. UNMIS is continuing its efforts to enhance the effectiveness of its procurement processes within the difficult environment in which the Mission operates.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

216. **In paragraph 136, the Board reported that the Administration agreed with its recommendation that it should take appropriate measures to reduce the number of ex post facto cases submitted to the Headquarters Committee on Contracts for review.**

217. Reference is made to comments in paragraph 111 of the current report of the Board (A/64/5 (Vol. II), chap. II).

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: ongoing

218. **In paragraph 152, the Board recommended that the Administration should ensure that for future procurement activities, UNAMID carries out a careful analysis to determine whether procuring items in smaller lots could result in significant cost savings.**

219. In the light of the comments of the Administration reflected in paragraph 151 of the Board's report contained in document A/63/5 (Vol. II), the Administration requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

220. **In paragraph 160, the Board recommended that the Administration should ensure that UNMIS, UNIFIL and UNAMID comply strictly with the requirements of the Procurement Manual relating to the minimum time frames for the submission of proposals and responses to requests for quotations, invitation to bids and requests for proposals.**

221. Reference is made to the comments of the Administration in paragraph 28 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

222. **In paragraph 174, the Board reported that the Administration agreed with its recommendation that it should ensure that UNIFIL, UNAMID and MINURCAT comply strictly with the requirements of the Procurement Manual relating to liquidated damages.**

223. In respect of UNIFIL and MINURCAT, in its interim reports issued during the fourth quarter of 2009 the Board confirmed that the recommendation had been implemented. The comments of the Administration on action taken by UNAMID to implement the recommendation are reflected in paragraph 134 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

224. **In paragraph 187, the Board reported that the Administration agreed with its recommendation that it should ensure that UNIFIL and UNOCI take appropriate measures to expedite the recruitment of the vacant procurement positions.**

225. The Department of Field Support, in conjunction with UNIFIL, anticipates filling the vacant post at the Mission by the second quarter of 2010. UNOCI has submitted the recommended candidates for the three vacant posts in the Procurement Section to the field central review body for processing. The posts are expected to be filled by the second quarter of 2010.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

226. **In paragraph 193, the Board reported that the Administration agreed with its recommendation that it should ensure that missions comply strictly with the requirements of the Procurement Manual relating to vendor management.**

227. In its interim reports issued during the fourth quarter of 2009, the Board confirmed that the recommendation had been implemented by MINURCAT, UNIFIL and UNOCI. Furthermore, UNMIK has confirmed that it is now in compliance with the minimum standards developed by the Mission for the registration of vendors.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Expendable property

228. **In paragraph 197, the Board recommended that the Administration should expedite all its preparations for the recording of expendable property and disclose its value in the financial statements at the end of the financial period.**

229. The Administration continues to strengthen the validity of the records of expendable property and will intensify the efforts to disclose expendable property in the financial statements. Reference is made to the comments of the Administration in paragraph 54 above.

Department responsible: Department of Management
Status: in progress
Priority: high
Target date: second quarter of 2014

230. **In paragraph 199, the Board recommended that the Administration should strengthen the management and control of expendable property through ensuring that accurate records are maintained, physical inventories are periodically conducted, discrepancies are promptly investigated and corrective actions are taken.**

231. Reference is made to the comments reflected in paragraph 147 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: ongoing

232. **In paragraph 206, the Board reported that the Administration agreed with its recommendation that MINUSTAH, MINURSO and UNMIT should enhance storage control in the warehouses.**

233. In its interim reports issued during the fourth quarter of 2009, the Board confirmed that MINURSO and UNMIT had implemented the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

Non-expendable property management

234. **In paragraph 217, the Board reported that the Administration agreed with its recommendation that it should ensure that, for future financial periods, full and complete physical verifications are carried out to support the amount of non-expendable property that is disclosed in the notes to the financial statements.**

235. The Administration agreed with the Board's recommendation to ensure that for future financial periods, full and complete physical verifications are carried out to support the amount of non-expendable property that is disclosed in the notes to the financial statements.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

236. **In paragraph 222, the Board recommended that the Administration should ensure that: (a) discrepancies are promptly investigated; and (b) corrective action is taken to avoid a recurrence.**

237. The comments of the Administration on the recommendation are reflected in paragraph 163 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

238. **In paragraph 225, the Board reiterated its previous recommendation that the Administration should expedite the review of non-expendable property at all missions to ascertain the realistic quantities that should be held.**

239. The comments of the Administration on the recommendation are reflected in paragraph 181 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

240. **In paragraph 238, the Board reported that the Administration agreed with its recommendation that it should revise the threshold list for non-expendable property.**

241. The Administration is implementing in two phases a project to reclassify non-expendable property as expendable in order to realign the records of United Nations-owned equipment with the categories established in administrative instruction ST/AI/374. Based on the results of the first phase of the project completed in June 2009, as well as the recently developed codification system for non-expendable property, the threshold list is currently being revised.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: fourth quarter of 2010

242. **In paragraph 242, the Board recommended that the Administration should ensure that UNMIS, UNAMID and UNDOF correctly classify expendable property and non-expendable property according to the Property Management Manual.**

243. In its interim reports issued during the fourth quarter of 2009, the Board confirmed that the recommendation had been implemented by UNMIS, UNAMID and UNDOF.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Strategic deployment stocks

244. **In paragraph 255, the Board recommended that the Administration should: (a) ascertain the reasons for the delays in the deployment and replenishment of strategic deployment stocks; and (b) review the current replenishment trigger mechanism and related procedures with a view to facilitating the more timely replenishment of the stocks.**

245. The Department of Field Support has implemented a number of enhancements to the operational procedures related to strategic deployment stocks to reduce the time required to deploy those stocks during the start-up phase. It comprises a prescriptive time frame for each step in the process, such as the production of material release orders and release vouchers, and the commensurate consolidated load list for the transportation procurement bidding exercise to commence. The Department is currently engaged in a consultative process with the Office of Programme Planning, Budget and Accounts with a view to further revising the accounting guidelines, which will be completed following the formulation of the Department's support strategy and in compliance with the International Public Sector Accounting Standards.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

246. **In paragraph 259, the Board recommended that the Administration should: (a) ensure that the United Nations Logistics Base monitors the status of strategic deployment stocks and reports periodically to Headquarters with regard to slow-moving items; and (b) investigate the causes of slow-moving strategic deployment stocks to avoid further obsolescence.**

247. The age of strategic deployment stocks is continuously monitored by the Department of Field Support through the information in the Galileo inventory management system. Issuances and rotations are planned in the context of the annual composition review, and taking into account emerging needs and mission acquisition plans. The practice of dispatching the earliest-acquired items first under the "first in, first out" principle, coupled with the implementation of strict maintenance and preservation schedules at the United Nations Logistics Base guarantees the status of equipment as new throughout the storage period.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Contingent-owned equipment

248. **In paragraph 267, the Board recommended that the Administration should ensure that UNMIS carries out operational readiness inspections in accordance with the Contingent-Owned Equipment Manual.**

249. Reference is made to the comments of the Administration in paragraph 90 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Vehicle fleet management

250. **In paragraph 276, the Board recommended that the Administration should ensure that UNAMID, UNMIS, MINURCAT and UNMIT make every effort to have a fully functional CarLog system.**

251. While MINURCAT has fully implemented the CarLog system in all of its vehicles, the installation is currently ongoing at UNAMID and is expected to be completed by the fourth quarter of 2010. In its interim reports issued during the fourth quarter, the Board confirmed that the recommendation had been implemented by UNMIS and UNMIT.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: fourth quarter of 2010

252. **In paragraph 280, the Board recommended that the Administration should ensure that UNAMID complies strictly with the requirements for the submission of vehicle trip tickets and fuel receipt forms.**

253. UNAMID has implemented the recommendation. The standard practice is that prior to receiving fuel from a fuel station, UNAMID drivers must produce a valid and updated trip ticket. Furthermore, vehicles taken to the workshop for repairs and maintenance are not released to the user unless the trip ticket records are up to date.

Department responsible: Department of Peacekeeping Operations and Department of Field Support

Status: implemented
Priority: medium
Target date: not applicable

254. **In paragraph 289, the Board reported that the Administration agreed with its recommendation that it should ensure all missions adhere strictly to the vehicle rotation and replacement policy as contained in the (provisional) surface transport manual procedures for the field, 2004.**

255. The Administration concurred with the recommendation with a caveat that planned rotation should be implemented flexibly and in a practical way. In addition, due consideration should be given to the specific circumstances of the mission and limiting factors such as geographic distribution and the adaptation of vehicles for different user groups. This guidance, which was endorsed by the Advisory Committee on Administrative and Budgetary Questions (A/61/866, para. 18), has been reflected in the revised surface transport manual issued in September 2007. The missions are in compliance with the guidance relating to rotation of vehicles. Concerning compliance with the vehicle replacement policy, reference is made to the comments of the Administration reflected in paragraph 229 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support

Status: in progress
Priority: high
Target date: ongoing

256. **In paragraph 296, the Board recommended that the Administration should ensure that UNDOF, MINURCAT, UNAMID and the United Nations Logistics Base investigate the causes of the discrepancies relating to the use of vehicles and take appropriate measures to rectify them.**

257. UNDOF has implemented a monitoring system that generates weekly reports on vehicles and fuel. Corrective action has been initiated to eliminate future discrepancies through reprogramming and replacement of defective fuel rings on vehicles and equipment. MINURCAT expects an initial investigation into the discrepancy to be completed by the second quarter of 2010 for action to be taken as appropriate. At UNAMID, the 295 vehicles that were indicated as being in transit were accepted in the Galileo system, thus eliminating the discrepancy between the actual number of vehicles in the mission area and the number of vehicles as recorded in the Galileo system. At the United Nations Logistics Base, the largest discrepancy in the total distance value (117,248 kms) is attributed to a system malfunction which has been addressed. The Logistics Base is finding ways to improve the effectiveness of its electronic vehicle monitoring system.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: second quarter of 2010

258. **In paragraph 303, the Board recommended that the Administration ensure that MINURCAT and UNAMID maintain adequate stock levels of fuel for contingency purposes.**

259. In its interim report dated 5 November 2009, the Board confirmed that MINURCAT had implemented the recommendation. UNAMID advised that it had established strategic fuel reserves at three locations as of June 2009.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: high
Target date: not applicable

260. **In paragraph 307, the Board recommended that the Administration should ensure that UNDOF and UNAMID investigate the reasons for the unusual fuel consumption and take appropriate measures to avoid a recurrence.**

261. UNDOF has conducted a thorough investigation and found that the malfunctioning of the FuelLog system was the root cause of the discrepancies noted by the Board. Accordingly, the Mission has taken corrective action to ensure that no further discrepancies occur. UNAMID has put in place measures to improve the monitoring of fuel consumption. It is now a standard practice for significant variances to be investigated. The Mission has strengthened the Trip Ticket Unit for the conduct of a more thorough scrutiny of trip tickets and has also established a Fuel Fraud Unit.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

262. **In paragraph 314, the Board recommended that the Administration should ensure that UNAMID expedites the implementation of the electronic fuel accounting system as soon as possible in order to improve the management of fuel.**

263. As earlier communicated to the Board, the deployment of the electronic fuel accounting system was suspended in the light of the implementation of a more appropriate electronic fuel management system for Department of Field Support and Department of Peacekeeping Operations fuel operations. The procurement of the electronic fuel management system has now been completed and the implementation of the system has begun in the missions.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: fourth quarter of 2010

Rations management

264. **In paragraph 320, the Board reported that the Administration agreed with its recommendation that it should ensure that UNMIT, MINURSO and MONUC comply strictly with the requirements for the storage of rations, including the installation of thermometers to monitor the temperature of rations.**

265. UNMIT confirmed that it had implemented a temperature monitoring procedure for all food storage locations. Temperatures are recorded twice daily on log sheets, which are submitted to the Rations Unit on a weekly basis. Packed food products are now being kept under the appropriate temperatures in all four formed police units and monitored through monthly follow-up inspections. In MONUC, the Military Supply Officer conducts routine checks to ensure compliance. The Mission advised that thermometers and daily record registers are kept at all locations. In its interim report dated 13 November 2009, the Board confirmed that MINURSO had implemented the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: high
Target date: not applicable

266. **In paragraph 328, the Board recommended that the Administration should ensure that MONUC: (a) approves the rations standard operating procedures; and (b) addresses the observed shortcomings in the rations management facility of the Galileo system.**

267. Regarding the first part of the recommendation, reference is made to the comments of the Administration in paragraph 259 of the Board's report contained in document A/64/5 (Vol. II). In its interim report dated 20 October 2009, the Board confirmed that the second part of the recommendation had been implemented by MONUC.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

268. **In paragraph 336, the Board reported that the Administration agreed with its recommendation that it should ensure that UNAMID expedites the acquisition of the planned water equipment and the drilling of water wells so as to guarantee the water supply for the Mission.**

269. UNAMID has acquired the planned water equipment. The implementation of the recommendation involving three Member States and the United Nations Children's Fund (UNICEF) is in progress. In this regard a memorandum of understanding to allow drilling of five boreholes in rural areas of Northern Darfur state sponsored by UNICEF has been signed with the host Government. Contracts for surveys of an additional 23 locations and the drilling of 12 boreholes are expected to be signed by the second quarter of 2010.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2011

270. **In paragraph 339, the Board recommended that the Administration should undertake an analysis to ascertain the differences between the flight rental expenditures and those relating to actual flight hours at the various missions.**

271. The Administration has conducted the recommended analysis based on figures developed for the annual performance report. There was a reduction in the variance for rental expenditure and operational costs. A similar reduction was noted in the variance relating to budgeted and actual flight hours (fixed-wing and rotary-wing). These reductions were mainly due to the late deployment of aircraft; less than planned utilization of military air assets under letters of assist; and delayed contribution and deployment of specific military air assets by Member States. The lessons learned from the analysis have been applied during the preparation of the budget for the 2009/10 financial period.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

272. **In paragraph 348, the Board recommended that the Administration should ensure that MINUSTAH takes appropriate measures to utilize the amounts budgeted for the rescue and fire-fighting services and the meteorological services.**

273. The Administration will provide its update on this recommendation during the next reporting cycle.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

Information and communications technology

274. **In paragraph 363, the Board reported that the Administration agreed with its recommendation that the United Nations Logistics Base, in conjunction with**

United Nations Headquarters, should evaluate the current infrastructure arrangements of the Communications and Information Technology Service with a view to improving the protection of its equipment and ensure smooth and uninterrupted operations over the long term.

275. In its interim report on the United Nations Logistics Base dated 11 November 2009, the Board confirmed that the recommendation had been implemented.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: high
Target date: not applicable

276. **In paragraph 369, the Board reported that the Administration agreed with its recommendation that it should ensure that MINUSTAH: (a) installs fire prevention equipment in its disaster recovery and server rooms; and (b) maintains the servers in secured premises to which access is restricted to only authorized personnel.**

277. The Administration will provide an update on the implementation of this recommendation during the next reporting cycle.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: ongoing

Human resources management

278. **In paragraph 391, the Board reiterated its recommendation that the Administration should take urgent measures to fill vacancies in the missions to enable them to execute their mandates effectively.**

279. Reference is made to the comments of the Administration in paragraphs 146 to 150 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

280. **In paragraph 392, the Board recommended that the Administration should ensure that MINURCAT develops a recruitment workplan for the administrative section on the basis of prioritized recruitment needs.**

281. MINURCAT advised that its latest recruitment workplan covered both the administrative and substantive sections.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

282. **In paragraph 398, the Board reported that the Administration agreed with its recommendation that it should ensure that UNMIS, MONUC and UNMIL take appropriate measures to reduce recruitment lead times.**

283. Reference is made to the comments of the Administration in paragraphs 152 and 153 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: ongoing

284. **In paragraph 400, the Board reported that the Administration agreed with its reiterated recommendation that it should intensify its efforts to achieve the target of a 50/50 gender balance.**

285. The Administration continues to make every effort to improve gender balance and has put in place an outreach strategy to target identification of qualified female candidates for selection against positions in the field. Current recruitment procedures and policies have also highlighted the need to give priority consideration to female candidates. Furthermore, under the new selection process (talent management), occupational group managers will be initiating shortlists based on human resources action plan goals and realistic targets aimed at ensuring a gender balance in each mission. Since the Administration has put in place appropriate measures to achieve the target of the 50/50 gender balance and has intensified its efforts in this regard, it requests closure of the recommendation.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: closure by the Board requested
Priority: medium
Target date: not applicable

286. **In paragraph 411, the Board recommended that the Administration should ensure that missions establish human resources action plans as required by the Department of Peacekeeping Operations and the Department of Field Support.**

287. Human resources action plans have been fully implemented and agreements with the heads of missions have been signed in all field missions, with the exception of MONUC, UNMIK and UNMIL. Reference is made to the comments of the Administration reflected in paragraph 335 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: third quarter of 2010

288. **In paragraph 419, the Administration agreed with the Board's recommendation that it should ensure that UNMIK, MINUSTAH, MONUC and UNMIL finalize the appointment of their management review committees.**

289. UNMIK confirmed that while the Joint Monitoring Committee had been established in September 2009, the establishment of the Management Review Committee was in progress and would be fully operational during the first quarter of 2010. The Board in its interim report issued during the fourth quarter of 2009 confirmed that the recommendation had been implemented by MINUSTAH and UNMIL. Furthermore, MONUC confirmed that its Management Review Committee was established in December 2008.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

290. **In paragraph 421, the Board recommended that MONUC should implement procedures to ensure that performance appraisals are completed and signed off within the specified time frame.**

291. Reference is made to the comments of the Administration in paragraph 159 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

292. **In paragraph 424, the Board reported that the Administration agreed with its recommendation that it should ensure that UNOCI: (a) sets up a documented procedure for the payment of mission subsistence allowance; and (b) considers the possibility of integrating other categories of personnel in the Matrix management tool.**

293. The Mission has implemented the recommendation relating to the review of the payment of mission subsistence allowance since the start of UNOCI operations. A report by the Mission dated 5 January 2010 on the review conducted into the payment of mission subsistence allowance addressed to the Chief Resident Auditor was shared with the Board of Auditors.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: implemented
Priority: medium
Target date: not applicable

Integrated mission planning process

294. **In paragraph 435, the Board reported that the Administration agreed with its reiterated recommendation that it should take steps to ensure that the integrated mission planning process guidelines are finalized as early as possible.**

295. Reference is made to the comments of the Administration reflected in paragraph 361 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: second quarter of 2010

296. **In paragraph 439, the Board recommended that the Administration should expedite the development of the implementation plan for the integrated mission planning process, to include an overview of financial and human resource requirements, as early as possible.**

297. An implementation plan will be presented to the Integration Steering Group for approval after the completion of the guidance package referred to in paragraph 361 of the Board's report contained in document A/64/5 (Vol. II).

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: third quarter of 2010

298. **In paragraph 442, the Board recommended that the Administration should expedite the establishment of integrated mission planning teams at all identified missions.**

299. Detailed guidance on minimum standards for integrated mission planning teams will be included in the field-level integrated mission planning process guidelines once they are finalized. These guidelines will build on existing practice. Once the guidelines are issued, the Administration will advocate for adherence to these standards. UNAMID now has a strategic planner, who is based in Khartoum and is advocating for the establishment of an integrated mission planning team based in El Fasher.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: medium
Target date: first quarter of 2010

Quick-impact projects

300. **In paragraph 448, the Board reported that the Administration agreed with its recommendation that it should ensure that all missions carefully monitor all quick-impact projects so that projects are executed in a timely manner.**

301. In its interim reports issued during the fourth quarter of 2009, the Board confirmed that the recommendation had been implemented by MINUSTAH and UNIFIL. The other comments of the Administration are reflected in paragraph 177 above.

Department responsible: Department of Peacekeeping Operations and Department of Field Support
Status: in progress
Priority: high
Target date: full implementation is dependent on external factors

302. **In paragraph 463, the Board reiterated its recommendation that the Office of Internal Oversight Services should carefully monitor the workplans of the resident auditors to ensure that the audits are executed and finalized in a timely manner.**

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: high
Target date: ongoing

303. **In paragraph 475, the Board reiterated its recommendation that the Office of Internal Oversight Services should expedite the filling of all resident auditor posts to ensure the effective internal audit coverage of all missions.**

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: high
Target date: ongoing

304. **In paragraph 481, the Board recommended that the Office of Internal Oversight Services should ensure that the resident audit offices at UNMIS and UNMIL observe the deadline for field work.**

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: medium
Target date: ongoing

305. **In paragraph 482, the Board also recommended that the Office of Internal Oversight Services should improve the efficiency of reviewing draft reports so as to shorten the audit cycle.**

Department responsible: Office of Internal Oversight Services
Status: in progress
Priority: medium
Target date: ongoing

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The situation in the Middle East

Security Council
Sixty-fifth year

Identical letters dated 1 March 2010 from the Permanent Representative of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

On instructions from my Government, I transmit to you herewith a statistical summary of Israeli violations committed from 8 to 14 February 2010.

I should be grateful if you would have the present letter and its annex circulated as a document of the General Assembly under agenda item 15, and of the Security Council.

(*Signed*) Nawaf Salam
Ambassador
Permanent Representative

10-26486 (E) 090310 090310

Please recycle

Annex to the identical letters dated 1 March 2010 from the Permanent Representative of Lebanon to the United Nations addressed to the Secretary-General and the President of the Security Council

Israeli violations, acts of aggression and other activities from 8 to 14 February 2010, inclusive

Air violations

On 7 February 2010:

Between 1020 and 1055 hours, four Israeli enemy warplanes violated Lebanese airspace, entering over the sea off Sidon and flying north as far as to the east of Sidon. They returned south and circled over the South, Beirut and the Shuf before leaving over Kafr Killa.

Between 2030 and 2135 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over the sea off Naqurah and flying as far as to the west of Sarafand. It circled over the sea between Sarafand and Naqurah before leaving over the sea off Naqurah.

At 1700 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over 'Alma al-Sha'b. It circled over the Bekaa and the South before leaving over 'Alma al-Sha'b at 0250 hours on 8 February 2010.

On 8 February 2010:

Between 0655 and 1010 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over 'Alma al-Sha'b. It circled over the South before leaving over Naqurah.

Between 0942 and 1115 hours, two Israeli enemy warplanes violated Lebanese airspace, entering over Kafr Killa. They circled over the whole of Lebanon before leaving over 'Alma al-Sha'b.

On 10 February 2010, between 0755 and 1400 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over 'Alma al-Sha'b. It circled over Ba'abda, Aley and Beirut before leaving over Naqurah.

On 11 February 2010:

Between 0710 and 1420 hours, an Israeli enemy reconnaissance aircraft violated Lebanese air-space, entering over Naqurah. It circled over the South before leaving over Naqurah.

At 1025 hours, an Israeli enemy reconnaissance aircraft violated Lebanese air-space, entering over 'Alma al-Sha'b. It circled over the South, Beirut and the Bekaa before leaving over Rimmaysh at 0430 hours on 12 February 2010.

Between 2000 and 2135 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over the sea off Naqurah. It circled over the sea and the South before leaving over the sea off Naqurah.

At 2358 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over Naqurah and flying north. It circled over the South and the Bekaa before leaving over Naqurah at 1323 hours on 12 February 2010.

On 12 February 2010, between 1313 and 1450 hours, two Israeli enemy warplanes violated Lebanese airspace, entering over 'Aytarun and flying north. They circled over the whole of Lebanon before leaving over the sea off Naqurah.

On 13 February 2010, between 0705 and 1915 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over Naqurah and flying north. It circled over the South before leaving over Rumaysh.

On 14 February 2010:

Between 0700 and 1740 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over Naqurah. It circled over the South, the Bekaa and the North before leaving over Rumaysh.

Between 0720 and 1510 hours, an Israeli enemy reconnaissance aircraft violated Lebanese airspace, entering over 'Alma al-Sha'b. It circled over the South before leaving over Rumaysh.

Between 1015 and 1102 hours, four Israeli enemy warplanes violated Lebanese airspace, entering over the occupied Shab'a Farms. They circled over the South, the Shuf, Hasbayya and the Western Bekaa before leaving over 'Alma al-Sha'b.

Sea violations

None reported.

Acts of aggression in the field

On 7 February 2010, at 1630 hours, an Israeli enemy patrol consisting of two Hummer vehicles approached from south of Rumyah and stopped at a point west of 'Ayta al-Sha'b. Three personnel disembarked and one proceeded to verbally abuse a Lebanese soldier at the 11th Brigade position at Ruwaysat al-Hadab, using foul language in Arabic. The soldier had not behaved in a provocative manner.

On 12 February 2010, at 0845 hours, opposite the Lebanese Army 11th Brigade position at Mays al-Jabal, the Israeli enemy positioned a Merkava tank east of the Mays al-Jabal-Mulraybib road and directed its gun towards the aforementioned position. At 1010 hours, the aforementioned tank was positioned behind the earthen berm and a camera on a pole was focused in the direction of the Lebanese Army. At 1605 hours the camera and pole were taken down and the tank departed.